EMADLANGENI LOCAL MUNICIPALITY
2012/2017 INTEGRATED DEVELOPMENT PLAN

TABLE OF CONTENTS

DESCRIPTION	PAGE NUMBER
SECTION A: Executive Summary	**3 - 11**
SECTION B: Situational Analysis	**12 - 61**
SECTION C: Development Strategy	**62 - 85**
SECTION D: High Level Spatial Development Framework	**86 - 91**
SECTION E: Sector Involvement	**92 - 101**
SECTION F: Implementation Plan	**102 - 103**
SECTION G: Projects	**104 - 105**
SECTION H: Financial Plan and SDBIP	**106 - 112**
SECTION I: Organizational Performance Management System	**113 - 116**
SECTION J: ANNEXURES • **Spatial Development Framework** • **Disaster Management Contingency Plan** **SECTION K: Appendicies** • **LED Strategy** • **Process Plan** • **Organogram** • **Annual Report** • **Auditor General Comments and Action Plan** • **5 year Municipal Scorecard** • **Service Delivery Charter**	**117**

Emadlangeni Governance

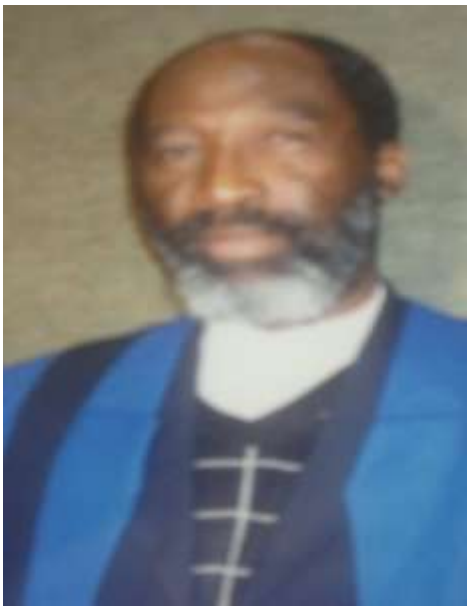
Honourable Councillor J.G. Zikhali: Mayor and Ward 2 Councillor

Councillor V. Ndlovu: Chief Whip and Ward 3 Councillor

Councillor B.M Phenyane: Ward 1

Councillor M.A. Gama: Ward 4

Councillor P Collins: PR Councillor



Councillor S Nkomonde: PR Councillor

Councillor T.V. Buthelezi: PR Councillor

SECTION A: EXECUTIVE SUMMARY

1.1 Introduction and Background

In terms of the Local Government: Municipal Systems Act 2000 and the Municipal Planning and Performance Management Regulations 2001 each council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which:

a) Links, integrates and coordinates plans and takes into account proposals for the development of the municipality
b) Aligns the resources and capacity of the municipality within the implementation of the plan
c) Forms the policy framework and general basis on which annual budgets must be based
d) Is compatible with Chapter 5 of the Local Government: Municipal Systems Act 32 of 2000
e) Is compatible with National and Provincial development plans and planning requirements binding on the municipality in terms of legislation

Much of the South African public sector has been undergoing profound transformation of its internal functions, organization, management and broader purpose to enable it to focus on service delivery and performance. Although, to a large extent, the pressure for such change can be attributed to the political, economic and social situation in South Africa, the changes have been adopted and are increasingly driven from within the organizations and departments themselves. There is therefore within many municipalities the desire to begin the task of redefining their institutional existence and fundamental service delivery responsibilities within the context of accountability, cost-effectiveness, transparency and service provision.

Through the Integrated Development Plan (IDP) and its associated planning process the municipalities are envisaged to:

- Make more effective usage of limited resources
- Speed up delivery
- Attract additional funding
- Strengthen the democracy
- Overcome the legacy of apartheid at the local level
- Promote intergovernmental co-ordination.

The IDP is envisaged to be the result of a process through which the municipalities prepare a strategic development plan for the following five-year period. The IDP is to perform the task of being the principal strategic planning instrument which guides and informs all planning, budgeting, management and decision making in the municipality.

The IDP as a legislative requirement, has a legal status and it super cedes all other plans that guide development at local government level. It carries both the mission and vision for the Municipality with clear objectives and strategies linked to the term of office for Councilors.

The IDP for the period 2012/17 for Emadlangeni Municipality seeks to have the following impacts:

- A programme specifying the time frames for the different planning steps;
- Integrated and sustainable human settlements;

- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;
- Environmental Sustainability; and
- Mechanisms and procedures for vertical and horizontal alignment and therefore a strengthening of inter-governmental relationships.

As part of the IDP preparation process, Council resolved to establish an IDP Steering Committee which comprises the Emadlangeni Management Committee, Councilors, the Municipal Manager and the IDP Manager.

The IDP Representative Forum (IDP RF) was constituted as part of the preparation phase of the IDP and will continue its functions throughout the annual IDP Review processes. The proposed composition of the IDP RF include Councilors, Traditional leaders, Ward Committee Chairpersons, Senior municipal officials, Stakeholder representatives of organized groups, resource persons, other community representatives, National and Provincial Departments' regional representatives, NGO's, Parastatal organisations, Tourism Association, Farmers Association and Ratepayers Association.

During this IDP process the main roles and responsibilities allocated to each of the role players have been set out.

Four major functions can be aligned with the public participation process namely:
- Needs orientation and prioritization;
- Appropriateness of solutions;
- Community ownership; and
- Empowerment.

The Emadlangeni Municipality seeks to actualize and make real the principles of the Constitution, the Freedom Charter and the KwaZulu-Natal's Citizen's Charter through the IDP. As such, through the IDP and its processes, the Municipality seeks to:

- Actively engage with citizens of the Municipality and its partners;
- Operate fairly and be accessible to everyone;
- Promote choice within the area;
- Continuously develop and improve the quality of life of all its citizens;
- Effectively and efficiently utilize resources allocated to it; and
- Improve the opportunities and quality of life in the communities it serves.

1.2 Who are we?

Emadlangeni Local Municipality (KZ 253) is surrounded by Newcastle East (52km), 68km west of Vryheid, South West from Dundee and North East from Volksrust/Wakkerstroom. It consists of a vast rural area when compared to other Municipalities in the District but has a low percentage of Economic Activity in the area.

Emadlangeni Local Municipality consists of approximately 1400 commercial farms areas surrounding the town. Table 1 below is a table briefly summarizing the key facts and figures for the Municipality as per the Community Survey of 2007 and the Amajuba Baseline Data Study. Additional information in this regard will be highlighted under the Analysis Phase of this report

Table 1: Summary of the basic facts and figures

Basic facts		Basic figures	
	Stats SA 2001	Amajuba District Backlog Study 2005	Stats SA Community Survey 2007
Total population	32 277	35 962	23 263
Total number of households	6 189	5 663	5 211
Amajuba District Municipality	468 037	491 102	442 266
% of total population urbanized	10%	19.6%	22.8%
% of total population living in rural areas	90%	80.4%	77.2%
Age profile			
0-9	23%	6.1%	22.1%
10-19	22%	14.4%	20.5%
20-29	19%	33.2%	18.6%
30-39	12%	39.6%	15.6%
40-49	10%	6.7%	9.0%
50+			14.1%
% Household with no income	39.28	17.7%	51.5%

(Sources: Stats S.A. Community Survey 2007, Amajuba Backlog Study, 2005 and HIS Global Insight 2008)

1.3 What are the issues we face?

Economic Growth

In terms of the Community Survey 2007, 77% % of the population is rural, and 42% are under the age of 19. 13.6% of the adult population has no education and only 1.7% of the population older than 20 years of age with a higher education qualification. This poses significant challenges for managing the municipality and specifically growth of the economy in the municipality.

HIV/AIDS

In 2006, Amajuba DM had the highest HIV prevalence estimates amongst antenatal clinic attendees in the province at 46%. This figure was well above the comparative figures for most of the districts in the province. The figure for Amajuba however decreased to 39.4% in 2007. Although still high, this figure is exceeded in at least three other districts in the province. The management of the impact of HIV/AIDS is a key challenge that faces the municipality

Infrastructure and Services

The Emadlangeni municipality has an extensive area under its jurisdiction and although infrastructure of good quality exists in town, minimum infrastructure exists in rural areas. A key challenge for the municipality is to fulfill its legislative mandate in providing access of basic services to all the constituents within the municipality.

1.4 What opportunities do we offer?

The following areas of growth potential have been identified in the IDP, namely:

- The further development of the Balele Nature Reserve at Utrecht;
- Avi-tourism
- The development of the Emadlangeni fly-fishing Meander;
- The development of housing projects in and around Utrecht which will result in the expansion of the rates base;
- Soya production in Emadlangeni on large scale for processing at facilities being established near Newcastle;
- The further development of the dairy industry to focus on the export of milk, cheese, powder milk, yogurt and fruit juice at the facilities being established near Newcastle.
- Reviving of mining activities by assisting the applications of mining licenses in the area

1.5 What are we doing to improve ourselves?

Emadlangeni Municipality is putting appropriate systems in place to build capacity and deliver services to communities.

This is achieved through the Municipality's alignment of the various line function departments, as well as the District Municipality, in order to provide residents with access to basic services. The Municipality is also devoting substantial energy and resources to kick-start the local economy with innovative projects.

1.6 What can you expect from us over the next 5 Years?

The approach that needs to be followed is that Emadlangeni Municipality together with Amajuba District Municipality balance the provision of basic services, with the need to develop skills and create economic opportunities for Local Economic Development. With greater potential incomes and levels of employment, community members are better able to pay for services and this making the roll-out of services quicker and more effective.

1.7 How will progress be measured? (The Performance Management System)

In terms of answering the question of "How will our performance be measured?"

Emadlangeni Municipality has developed a Performance Management System in line with section 41 of the Local Government: Municipal Systems Act and section 9 of the Municipal Planning and Performance Regulations of 2001.

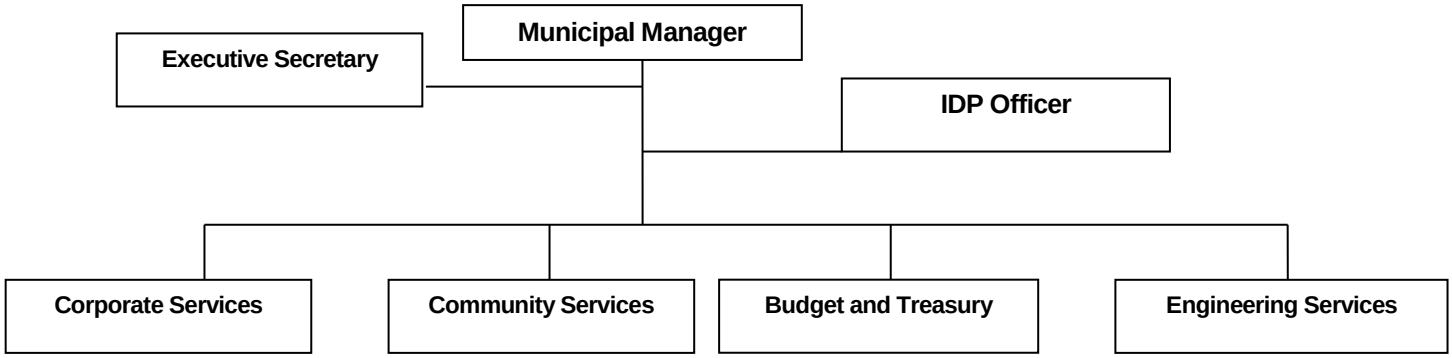
The Municipal Manager's office will coordinate and ensure good quality reporting and reviews and will also ensure conformity to reporting formats and timelines.

1.8 Institutional Arrangements

Departmental Structure

The institutional structure for the IDP is summarized below and an analysis of it is undertaken in Section B with the full organogram contained in Appendix K.14

Figure 1: Emadlangeni Institutional Structure



The Heads of each department mentioned above, roles as well as responsibilities are directly linked to the Performance Management System in terms of Section 57 of the Municipal Systems Act. This is turn monitors and reports the performance as suggested in legislation.

IDP Representative Forum meetings

Emadlangeni's Integrated Development Planning Representative Forum (IDPRF) forms the basis for the overall public participation on the IDP. The Emadlangeni local community is represented widely in this forum and with sufficient attendance being experienced. This forum includes the following stakeholders; Councilors, Traditional representatives (Amakhosi), Ward committee representatives, Senior Municipal Officials, National and Provincial Departments (regional representatives) and NGO's. Listed below is the proposed IDPRF meetings (as illustrated in the Process Plan) and the actual dates of which the meetings took place.

Below are the dates of the proposed RF meetings as scheduled in the 2012/2013 Process Plan.

Table 2: IDP Representative Forum Meeting dates

PROPOSED	ACTUAL
15 September 2011	19 January 2012
17 November 2011	The meeting did not take place
17 May 2012	19 June 2012

RF meeting were not held as scheduled as a result of the municipality not having an IDP Officer in the first quarter of the 2011/2012 financial year.

IDP Steering Committee meetings

The Integrated Development Planning Steering Committee (IDPSC) comprises of the Municipal Manager, Heads of Departments, Councilors and the IDP Manager. The Steering committee is responsible for the overall alignment, monitoring and evaluation of the review process. It is the technical and advisory support committee for the IDP.

Listed below are the proposed and actual dates set as per the Process Plan for the IDP Steering Committee.

Table 3: IDP Steering Committee Meetings

Proposed dates	Actual
18 August 2011	17 January 2012
29 September 2011	6 March 2012
07 May 2012	31 May 2012
15 June 2012	15 June 2012

IDP and Budget Public Participation meetings

The IDP and Budget Public Participation meetings served as consultation with the broad public. The meetings provided a platform to brief communities, receive comments from the public and suggestions that is considered in the 2012/2013 financial year. The table below consists of the proposed and actual dates of these meetings.

Table 4: IDP/Budget public meetings dates

Proposed Dates	Actual Dates	Area	Ward No.
08 November 2011	03 December 2011	Utrecht	2
25 November 2011	14 February 2012	Emxhakeni	3
	20 February 2012	Groenvlei	4
	08 March 2012	Slag Veld & Wit Mfolozi	1
	24 April 2012	Utrecht	2
	23 May 2012	KwaMbanjana	1

Operation Sukuma Sakhe

Operation Sukuma Sakhe has a 'whole of Government approach' as its philosophical basis. It spells out every initiative and how it links to initiatives being implemented by the different sector departments and the spheres of government, therefore delivery of services is required through partnership with community, stakeholders and government.

Operation Sukuma Sakhe is a continuous interaction between Government and the community to come together to achieve the 12 National Outcomes.
It encourages social mobilization where communities have a role, as well as delivery of government services in a more integrated way.
Government has structured programs which need to get as deep as to the level of the people we are serving. This is at ward level, translating to all 10 districts and all households in all 61 municipalities

The Emadlangeni Sukuma Sakhe comprises of the following departments:

- Department of Sport and Recreation
- Department of Health
- Department of Education
- Department of Social Development
- Department of Transport
- CoGTA
- Utrecht S.A.P.S
- Emadlangeni Municipality
- Office of the Premier (Youth Ambassadors)

Emadlangeni Sukuma Sakhe was established in 2010 and has weekly meetings. In the meetings we discuss challenges facing communities in each ward and devise multi sectorial responses to assist members of our community.

The programme assists in aligning government projects and efforts and in reducing wastage of resources.

Table 5: Operation Sukuma Sakhe Interventions

Date	Event	Area	Basecamp	Ward
26/06/2012	Youth Day	Bensdorp	Emadlangeni	2
06/09/2012	Literacy day	Ndwakazane	Emadlangeni	4

Municipal Public Accounts Committee

MPAC is established in terms of section 79 of the Municipal Structures Act and performs an oversight function on behalf of Council.
MPAC undertakes similar functions and responsibilities as SCOPA in National and Provincial legislatures.

The Emadlangeni MPAC was established in October 2011 and comprises of all Council members except for the Mayor and the Chief Whip.

The Committee meets monthly to interrogate matters related to finance and performance management and reports directly to Council.

Joint Coordinating Committee

The joint coordinating committee was established early 2009 and consists of the following members – Municipal Mayor, Municipal Manager, Planning staff, 5 Traditional Councils as well as a representative from Cooperative Governance and Traditional Affairs.

The IDP forms part of the agenda of the quarterly meetings and projects and the implementation thereof will be discussed.

The committee has since not been re-launched and such has not held any meetings in the 2011/2012 financial year.

Alignment with Service Providers

The alignment of the Emadlangeni IDP with Sector departments and their Medium Term Expenditure Frameworks (MTEFs) remains a challenge. The following sector departments are role players to the IDP process;

- Department of Health
- Department of Economic Development
- Department of Education
- Eskom
- Department of Public Works
- Department of Housing
- Department of Transport
- Department of Agriculture
- SEDA

More information on the different Departments functional plans and budgets, are as illustrated on the Section E of the IDP.

District Alignment with the Emadlangeni Municipality

Support from the Amajuba District Municipality in the overall alignment of the IDP review process is to be commended on. Two committees currently exist promoting this function i.e. IDP and PMS Committee and the Development Planning Forum. Meetings take place bimonthly with the IDP and PMS Committee ensuring alignment of the three local and the District's IDP. The Development Planning Forum addresses all other planning matters that include the SDF, LUMS and statutory planning requirements.

Compliance with the Process Plan

A Process Plan was prepared and adopted by Council in May 2011. It is compiled as part of the IDP reviewing process and serves as a management tool in the reviewing of the IDP. The Process Plan, in accordance with the legislative requirements, sets out the following:

- A programme identifying planning activities and associated timeframes;
- Mechanisms and procedures for participation and consultation;
- The institutional arrangements to manage the IDP; and
- Plans and planning requirements binding the municipality in terms of legislation.

1.9 Financial Plan

The following table summarises the income and expenditure for the Municipality in the next three year MTEF:

Table 6: Income and Expenditure

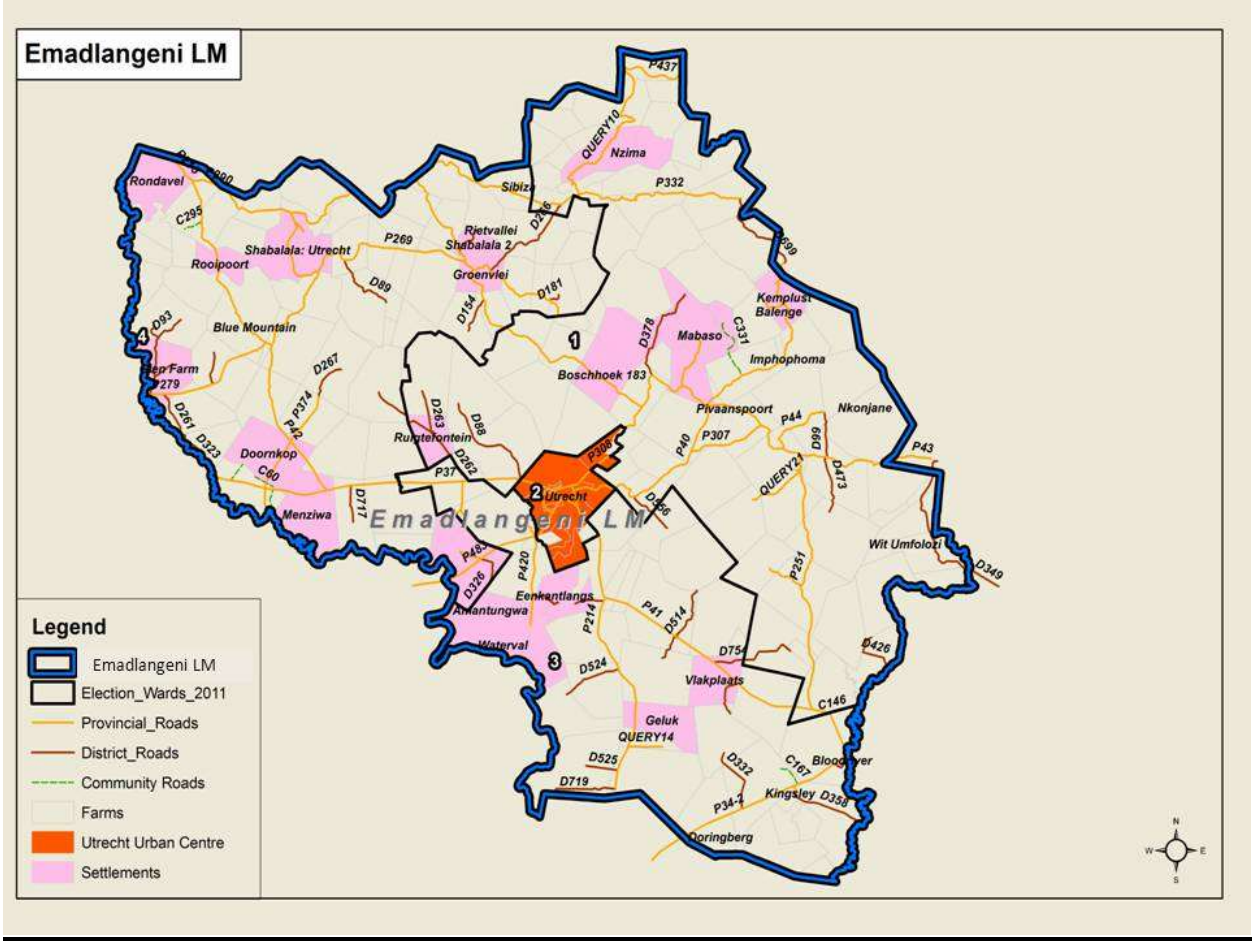
Year	Revenue	Capital Projects	Expenditure
2012/13	36 252 000	8 684 000	43 928 000
2013/14	37 638 000	10 558 000	47 512 000
2014/15	40 591 000	10 558 000	50 888 000

Further details are contained in Section H of the IDP.

SECTION B: SITUATIONAL ANALYSIS

2.1 Introduction

Figure 2: Emadlangeni Map



Emadlangeni Municipality (KZ253) is located in the Amajuba District Municipality in the North-western corner of KwaZulu-Natal. Its area in kilometer squared is the largest in the district and comprises 3539km². Newcastle (KZ252) and Dannhauser (KZ254) are respectively 1855km² and 1516km² in extent.

The main transportation route that links the district to the outer areas is the N11 (alternative route from Durban to Johannesburg but only a small section of this road borders on the western side of Emadlangeni). The R34 that runs through the district from west to east divides Emadlangeni into northern (Utrecht, Groenvlei, Blue Mountain) and southern areas (Kingsley, Waterval). The railway line is the main link from Durban harbor to Gauteng but again passes Emadlangeni only on its western and southern borders. The railway link between Utrecht and Newcastle is no longer in use due to the decline in coalmining in Emadlangeni.

Emadlageni has 5.26% of the total population for the district but is spread over 51.22% of the District's area. This relays to a 6.57 people per km².

The summary of the current reality for Emadlangeni Municipality is contained below and provides a comparison of statistics obtained from Stats SA as well as a backlog study undertaken by the Amajuba District Municipality.

Table 7: Basic facts and figures

Basic facts		Basic figures	
	Stats SA 2001	Amajuba District Backlog Study 2005	Stats SA Community Survey 2007
Total population	32 277	35 962	23 263
Total number of households	6 189	5 663	5 211
Amajuba District Municipality	468 037	491 102	442 266
% of total population urbanized	10%	19.6%	22.8%
% of total population living in rural areas	90%	80.4%	77.2%
Age profile 0-9 10-19 20-29 30-39 40-49 50+	 23% 22% 19% 12% 10%	 6.1% 14.4% 33.2% 39.6% 6.7%	 22.1% 20.5% 18.6% 15.6% 9.0% 14.1%
% Household with no income	39.28	17.7%	51.5%

Sources: Census 2001, IHS Global Insight 2008, Community Survey 2007.

2.2 IDP Process

2.2.1 Background

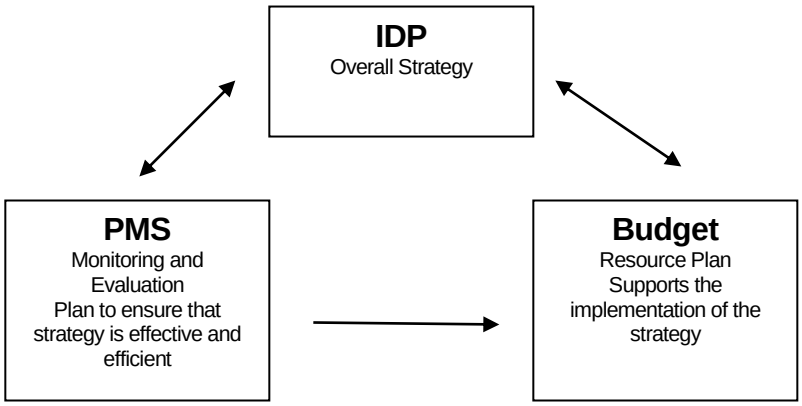
In terms of Section 25(1) of the Municipal Systems Act (Act 32 of 2000), each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which:

- Links, integrates and coordinates plans and takes into account proposals for the development of the municipality;
- Aligns the resources and capacity of the municipality with the implementation of the plan;
- Forms the policy framework and general basis on which the annual budged is based; and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

The IDP adopted by a municipal council in terms of these sections of the act remains in force, although it may be amended, until an IDP is adopted by the next elected council. This IDP is the last review cycle of the current IDP process and will be implemented in the 2011/12 financial year.

The IDP remains the strategic planning instrument to guide and inform the planning, budgeting, performance management and decision making activities in the municipality. The diagram below summarises how the three processes link with one another.

Figure 3: IDP, Budget and PMS linkages



Another important function of the IDP is to guide the budgets of sector departments (National and Provincial) where their services and resources are required, in terms of needs and priorities identified in the IDP. In addition to guiding organs of state, the IDP should be an informative document to encourage, and guide potential investment in the municipal area.

2.2.2 Legislative Requirements

The Municipal Systems Act (Act 32 of 2000), together with the Local Government: Municipal Planning and Performance Management regulations, 2001 (R796 24 August 2001), set out the core components of the IDP's and the requirements for the public participation in their drafting.
The core components of the IDP as per the Municipal Systems Act include;

- Long term vision
- Assessment of existing levels of services.
- Development priorities and objectives
- Development Strategies
- Operational Strategies
- Disaster Management Plan
- Spatial Development Plan (having guidelines for LUMS)
- Key Performance Indicators and Performance Targets
- A financial Plan (over a 3-year period).

2.2.3 Approach in the preparation of the IDP

The approach followed in the preparation of the IDP was again informed by the guidelines prepared by Department Provincial and Local government (DPLG) as set out in the IDP guide packs. The guide packs advocate a process that is integrative, sustainable, issue-driven, people centered, practical and action oriented. The preparation of the IDP was undertaken in a phased manner, the focus of each phase being indicated below:
Phase 1: Analysis
Phase 2: Development Strategies
Phase 3: Projects
Phase 4: Integration
Phase 5: Approval

The format of the IDP is aligned with the Oct 2007 guidelines and the report structured as follows:
Section A: Executive Summary
Section B: Situational Analysis
Section C: Development Strategies
Section D: High Level Spatial Development Framework
Section E: Sector Involvement
Section F: Implementation Plan
Section G: Projects
Section I: Financial Plan and SDBIP
Section J: Annexure
Section K: Appendices

Areas to be addressed in 2012/2017 IDP are:

(i) Assessment issues

a. Comments received from the various role-players in the assessment of the IDP Review documentation for 2011/12;
b. Shortcomings and weaknesses identified through self-assessment.

(ii) Review of the Strategic elements of the IDP in terms of Priorities of Council and the Objectives of Management

a. Review of the Strategic elements of the IDP; and
b. Review of elements of the Spatial Development Framework.

(iii) Inclusion of new information where necessary

a. Addressing areas requiring additional attention in terms of legislative requirements not addressed during the previous years of the IDP Review Process (ie. MFMA)
b. Alignment of the IDP with newly completed Sector Plans at District Municipal level;
c. Review of the Strategic elements of the IDP;
d. The alignment of the Performance Management System (PMS), in terms of Chapter 6 of the MSA, with the IDP;
e. The update of the Financial Plan, the list of projects (both internal and external funded), and the 3-year capital investment framework.

(iv) Comments received from the MEC for Local Government and Traditional Affairs on the 2011/12 IDP

2.2.4 Response to the MEC Comments

Table 8: Comments from the MEC on the 2011/12 IDP

Focus Area	MEC's Comment	Response
Municipal Transformation and Institutional Development	• Inclusion of the Human Resource Services objectives	• HR related objectives included in the draft IDP
Service Delivery and Infrastructure Development	• An indication of priority infrastructure interventions in urban area. • A concern with the low level of waste management in the municipal area	• To be outlined in the Service Delivery Plan • To engage the Department of Agriculture about educating the public about waste management and recycling
Local Economic Development	• Budget to be committed for identified LED projects • Lack of mainstreaming of special groups	• LED budget vote to be included in the final IDP • To have programmes for the youth, women, the elderly and the disabled.
Financial Viability and Management	• To improve link between the OPMS, budget and IDP	• This will be done through the SDBIP
Good Governance and Public Participation	• To improve alignment with service providers	• A service provider's forum to be established.
Spatial Framework	• SDF does not consider the PGDS and the PSEDS	• SDF under review. Final SDF to be incorporated onto the final IDP.

2.2.5 Process Plan

A Process Plan was compiled and was approved by Council. It is attached at Appendix K13. The process plan dealt with the following elements;

(i) The draft IDP document tabled for Council's consideration and adoption in June 2012.

(ii) Updating the IDP document based on;

- Comments from the MEC on the 2011/2012 IDP.
- The alignment of the IDP with the PMS and the budget.
- Updating the Municipality's Objectives and Strategies.
- The councilors, municipal officials and the broad communities were consulted in the review process through the IDPRF and the IDP and Budget Public-Participation meetings.

(iii) Sufficient communication was kept with Municipal Councilors, Officials and the broad community and consultation during each phase through the Representative Forum meetings.

2.2.5 Alignment Process

(i) Amajuba District Framework Plan

The Amajuba District prepared a Framework Plan as part of the IDP review process. The purpose of this framework is to bind and link the three Local Municipalities and the District Municipality in planning and development. The Framework Plan facilitated a process through which proper consultation, co-ordination and planning for the district was ensured.

Key areas for alignment identified for this year's IDP review were:

1. The alignment of the four Spatial Framework Plans and the inclusion of the Local Economic Development plans' initiatives;
2. The integration of the Sector Plans prepared at District level into the IDP;
3. Community participation alignment
4. Project specific alignment

(ii) District and Local alignment

The IDP and PMS Committee established during the 2007/08 review period remains the main vehicle for alignment between the District and Local Municipalities' IDPs.

(iii) Sector Department Alignment

During this review the municipality has been engaging the Sector Departments on an ongoing basis through the IDP RF, emails and to each department. The Amajuba District Municipality has also undertaken this process with the departments and provided this information to the LM's. The challenge to date has been to secure the relevant MTEF information from departments and the majority of this information for sector departments is still outstanding.

2.3 Statistical Analysis

2.3.1 Demographics

Table 9: Total Population

Area	Population			Households		
	Census 2001	Stats SA Community Survey 2007	2008 Global IHS	Census 2001	Stats SA Community Survey 2007	2008 Global IHS
Emadlangeni LM	32 277	23 263	40,316	6 187	5 211	7,063

Sources: Census 2001, IHS Global Insight 2008, Community Survey

The population and household figures for 2001 and 2007 indicates some differences amongst the various data sources as far as trends are concerned. In terms of total population for Emadlangeni, the 2007 estimate based on the Stats SA Community Survey 2007 is 23 263, whereas the Global Insight estimate for 2007 is 40 316 which is almost twice the number estimated in the Community survey and would thus have implications in terms of service delivery.

2.3.2 Densities

The population density of the Amajuba DM (67.7 people per km²) is lower than the provincial average of 101.5 people per km².

Emadlangeni has an exceptionally low population density at 9 people per km². The population density of Newcastle is approximately 179 people per km² (2.5 times higher than the district density). These figures are also clearly related to the urbanization rate in the district. Amajuba had the highest urbanization rate in the province at a figure of 55.8%.

Emadlangeni's urbanization rate was however very low compared to Newcastle (74.8%) and Dannhauser (22.8%). The areas of high population density are only found in the nodes being Utrecht town, Kingsley and Groenvlei settlements.

2.3.3 Age Profile

Table 10: Age profile

Age	0-9	10-19	20-29	30-39	40-49	50+
Emadlangeni LM	22.1%	20.5%	18.6%	15.6%	9.0%	14.1%
Amajuba averages	24.4%	22.7%	17.8%	12.4%	8.7%	14.0%

Source: Statistics SA: Community Survey 2007

Emadlangeni's population has a very youthful age structure with 22.1% of the total population 9 years and younger. In addition 42.6% of the total population are 19 years and younger.

This youthful age structure corresponds with the District's as well as the provincial profile. This has implications in terms of provision of schooling, health care and social services. It also implies that the dependency ratio is high.

2.3.4 Gender Profiles

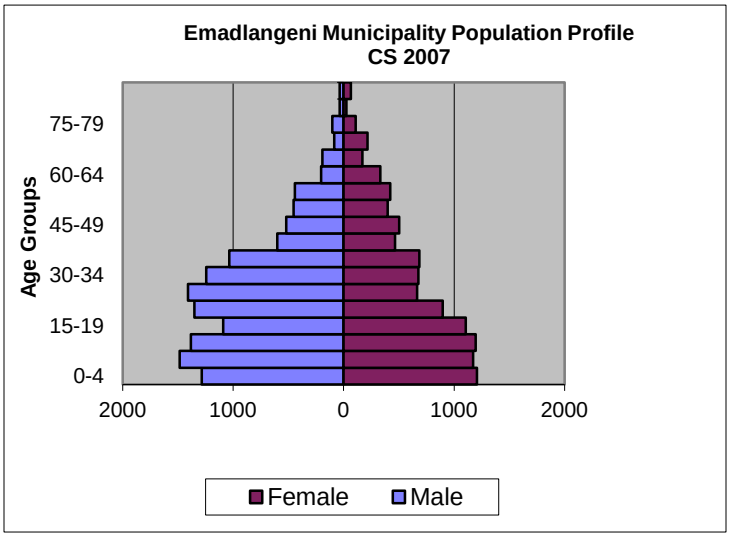
The gender structure for Amajuba District is marginally female dominated with 52.1% of the total population represented by females. The structure is very similar to the provincial profile. Emadlangeni's gender structure is however male dominated at 55.7%.

Table 11: Population Statistics 2007

Age Categories	Male	Female
0-4	1 285	1 206
5-9	1 485	1 173
10-14	1 382	1 195
15-19	1 090	1 105
20-24	1 350	896
25-29	1 409	664
30-34	1 244	676
35-39	1 035	684
40-44	602	465
45-49	520	504
50-54	454	399
55-59	442	421
60-64	204	333
65-69	193	169
70-74	85	216
75-79	104	109
80-84	35	24
85+	36	65

Stats SA: Community Survey 2007

Figure 4: Population Pyramid 2007



Stats SA: Community Survey 2007

2.3.5 Educational Levels

Table 12: Educational levels - 2007

	Amajuba DM	Emadlangeni LM
Higher Education	2.9	1.7
Diploma with Gr12	2.9	3.2
Diploma with less than Gr12	1.7	1.8
Certificate with Gr12	5.1	1.4
Certificate with less than Gr12	3.4	0.6
Grade 11 and 12	24.2	22.6
Grade 10	25.3	21.1
Primary Schooling	26.2	34.0
No Schooling	8.3	13.6

Source: Stats SA Community Survey 2007

Similar to all other district municipalities in KZN, Amajuba DM is faced with the challenge of limited skills levels. Approximately6% of the adult population older than 20 years of age in Amajuba have some form of tertiary qualification after completing grade 12 (diploma or higher education). Of this percentage, only 2.9% is represented by higher education. Emadlangeni's situation is similar with only 4.9% of the population older than 20 years of age with a tertiary qualification. This creates challenges in terms obtaining decent job opportunities for the majority of the Emadlangeni population.

2.3.6 Economic Profile

(i) GDP

The Amajuba DM had the 4th largest Gross Domestic Product of the district municipalities in KZN at approximately R11.8 billion in 2007. It places the size of the local economy in the Amajuba District roughly in the same order of magnitude as the Ilembe DM and the Ugu DM.

Within the Amajuba DM, the bulk of the economic activity takes place in the Newcastle LM which accounted for more than 88% of the total GDP in 2007 (R10.4 billion).

(ii) Employment status

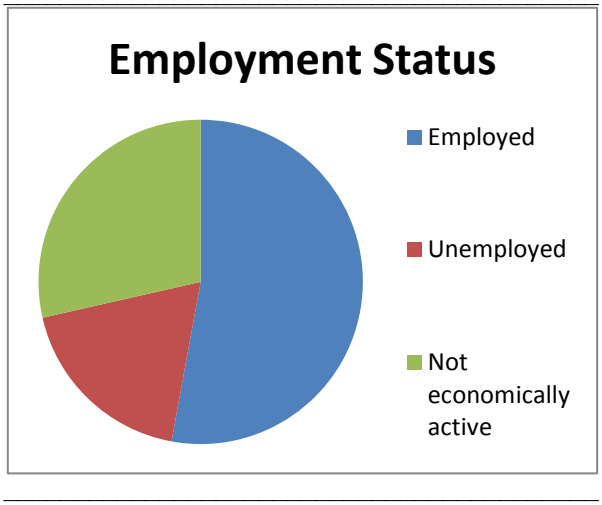
In terms of statistics for employment versus unemployment, Emadlangeni has approximately 53% of the economically active population employed (6 145) compared with 2157(approximately 18 %) unemployed, and 3318(approximately 29%) not economically active.

Table 13: Employment Status 2007

Employment status	Gender		Total
	Male	Female	
Employed	3230	2915	6145
Unemployed	921	1236	2157
Not economically active	1461	1857	3318

Stats SA: Community Survey 2007

Figure 5 : Employment Status 2007



Stats SA: Community Survey 2007

A bulk of the people employed earn less than R1200 a moth and therefore fall within the indigent threshold, this is as a result of the low level of skills in the area.

(iii) Employment Sectors

The table below indicates the occupation of the people employed in the Emadlangeni Municipal area. A very small number is professional people; the 'Elementary' sector is the highest with occupations in 'craft and related trades workers' as well as 'skilled agriculture and fishery workers' some of the highest categories

Table 14: Occupation

Occupation	Males	Females
Legislators; senior officials and managers	388	71
Professionals	43	423
Technicians and associate professionals	35	53
Clerks	32	198
Service workers; shop and market sales workers	423	118
Skilled agricultural and fishery workers	400	204
Craft and related trades workers	474	205
Plant and machine operators and assemblers	284	63
Elementary occupations	817	1357
Occupations unspecified and not elsewhere classified	334	225
Not applicable/Institutions	5138	3263
Total	8369	6181

Source: Statistics SA Community Survey 2007

The table below indicates that the industries that are the different employers in the municipality.The major employers are agriculture, manufacturing and wholesale and retail trade.

Table 15: Industry

Industry Classification	Males	Females
Agriculture; hunting; forestry and fishing	382	30
Mining and quarrying	30	25
Manufacturing	342	132
Electricity; gas and water supply	27	9
Construction	78	191
Wholesale and retail trade	283	234
Transport; storage and communication	150	276
Financial; insurance; real estate and business services	230	116
Community; social and personal services	119	581
Other and not adequately defined	532	958
Unspecified	1057	367
Not applicable/Institutions	5138	3263
Total	8369	6181

Source: Statistics SA Community Survey 2007

(iii) Income

In terms of income, the largest proportion of the population being 51.5% receive no income and 11.7% of individuals between the ages 15 and 65 earn approximately R1600 per household per month. This has implications in terms of the implementation of the Indigent Policy and provision of free basic services.

Table 16: Individual monthly income

Income Classifications	Males	Females
No income	2734	3230
R 1 - R 400	255	572
R 401 - R 800	641	813
R 801 - R 1 600	1039	718
R 1 601 - R 3 200	176	101
R 3201 - R 6 400	218	298
R 6 401 - R 12 800	344	223
R 12 801 - R 25 600	128	32
R 25 601 - R 51 200	16	16
R 51 201 - R 102 400	7	-
R 102 401 - R 204 800	-	-
R 204 801 or more	16	13
Response not given	163	133
Total	5736	6147

Source: Statistics SA Community Survey 2007

(iv) Indigent Population

The Municipality has an indigent policy in place but is yet to review the Indigent register which will inform the provision of free basic services. In terms of free basic services Emadlangeni provides 50kW per household per month as well removal of refuse once per week. The Amajuba District provides 6 kl per house1hold per month and free basic sanitation.

2.4 Provision of Basic Infrastructure and Services

2.4.1 Introduction

The Emadlangeni area has an extensive area under its jurisdiction. Although infrastructure of good quality exists in the town of Utrecht, minimum infrastructure exists in rural areas. A CIP was completed for the municipality but due to the vacant manager technical services post, this is outdated. The post has recently been filled and the CIP will be updated. The DM has an internal backlog monitoring database which has been used in this section in the absence of the updated CIP.

2.4.2 Water

Amajuba District Municipality is the Service Authority & Uthukela Water is the Service Provider. In terms of water supply, access to piped water within a dwelling has increased from 21,1% in 2001 to

33,6% in 2007. It is a concern that approximately 30% do not have access to an adequate supply of water.

Table 17: Percentage access to piped water

Type of Water Source	Census 2001	CS 2007
Piped water inside the dwelling	21.1	33.6
Piped water inside the yard	10.3	9.9
Piped water from access point outside the yard	18.7	7.5
Borehole	11.4	13.6
Spring	6.8	6.6
Dam / Pool	6.3	5.3
River / Stream	20.5	18.8
Water vendor	1.6	0.8
Rain water tank	1.3	2.7
Other	2	1.1

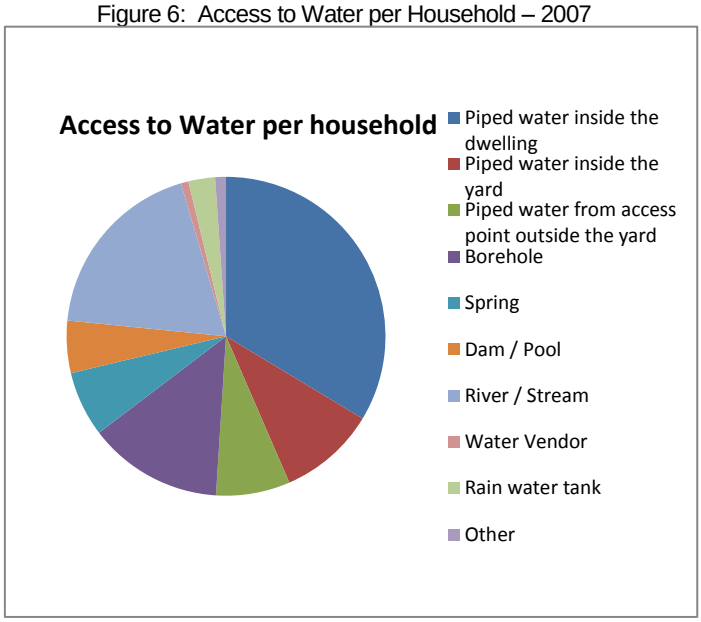
Source: Stats SA Census 2001 and Community Survey 2007

Table 18: Access to Water per Household – 2007

Access to water	Total
Piped water inside the dwelling	1 752
Piped water inside the yard	514
Piped water from access point outside the yard	391
Borehole	711
Spring	345
Dam / Pool	276
River / Stream	982
Water vendor	40
Rain water tank	141
Other	57

Stats SA: Community Survey 2007

Figure 6: Access to Water per Household – 2007



Stats SA: Community Survey 2007

(i) Urban Water Supply:

A water supply infrastructure is in a relatively good condition in Utrecht town.

The following priorities have, however, been identified for the urban areas (1-high and 10-low):

Project	Priority	Status
Enlargement of Raw water sources storage capacity for winter months (Enlarge storage dam)	(1)	**This has since been completed**

The list below has been referred to the Water service Provider		
The replacement of water network due to high frequency of failure;	(1)	To be undertaken
Water Demand Management System as stipulated by law	(5)	To be undertaken
Re-equipping of water purification works; and	(3)	To be undertaken
Replacing of existing water meters with pre-paid meters.	(10)	To be undertaken

(ii) Rural Water Supply:

Regarding the rural area, a pressing need exist to provide basic water supply.

Many households are still obtaining their water from rivers and boreholes. It must be noted that many of the rural households form part of the land reform projects and that provision of services, including water, should have been provided through the establishment grant. These funds have as yet not been budgeted for by the Department of Land Affairs and no clarity can be given to the municipality as and when this will happen.

(iii) Provision of Free Basic Water

The Amajuba District provides 6 kl per household per month to indigent households.

(iii) Addressing the Water Backlogs

The following projects are planned to undertaken by the Amajuba DM (WSA)

Emadlangeni Local Municipality

Table 18 :Estimated backlogs per ward

Emadlangeni Local Municipality			
WARD	Total Nº of HH	Water Backlog	
		Nº of HH	%
1	1861	1557	84%
2	1303	349	27%
3	1340	1256	94%
4	2299	2032	88%
Total HH	**6803**	**5194**	**76%**
Total Backlogs			

4**) The Emadlangeni Bulk water project :R50 301 800**

On the 11 September 2007 DWAF the provision for a bulk water project pipeline between Newcastle and Utrecht which will make uses of excess capacity at the Ngagane Water works ,to provide long term infrastructure towards the Newcastle East ,including Madadeni ,Osiziweni and Amatungwa where significant settlement growth has occurred .The project will utilise the existing 18 km pipeline from buffalo river to Utrecht .
Joint Agreement :Amajuba DM / Newcastle Local Municipality &UThukela Water (WSP)

Status :Construction phase three
Current status as at the end of January 2012
This project is subdivided into 4 phases:
Phase 1: Complete, Phase 2: Complete, Phase 3: Construction & Phase 4: Design stage

Strategic & Planning issues.

- Pipeline to serve areas NE of Newcastle where settlements increased dramatically, semi-rural and town to be supplied. Bulk pipelines from NCTW in line with feasibility to supply Emandlangeni in the longer term. WTW in Emandlangeni town reaching end of life, mining expanding, settlements increasing, schemes short of bulk water.
- Economic growth requirements: New mining rights requiring raw water, agric initiatives and application irrigation Licence via Gijima. This project frees up water in Buffalo River for this application.

Social criteria:

- Number of households & people to be uplifted to basic and higher service levels: 9826 households.
- Number of associated services benefiting (e.g. schools, clinics, communal facilities) :18 schools and 4 clinics excluding hostels, prisons in Utrecht.

Economic criteria:

- Number of businesses and industries to be served (by type and water use category), large number of small businesses, mining, agric, clothing & textile and abattoir, large shopping centre proposed.
- Preferential procurement will allow for SMMEs and BEEs depending on tenders. Water availability will allow for development of businesses in the area.

Technical criteria:

- Water available, will limit high cost of pumping, other waterworks and pumping not viable.
- Compliance to water conservation objectives: Water losses high in Mad & Ozis but addressed separately (Newcastle responsibility). WDCM plan supported by DWAF, Amajuba undertaking detailed WDCM plan.

The table below gives a summary of the population that would be served by the proposed new bulk supply pipeline. These estimates have been determined from examination and comparisons of aerial photography carried out in 2000, 2006 and 2007, as well as consideration of consumption record for settlements in the area.

Table 20: Population to be served by the bulk pipeline

Settlement/Town	Households	Population 2007	Population 2027	Water Demand 2007 (kl/day)	Water Demand 2027 (kl/day)
Amatungwa, Utrecht	475	3 800	5 118	95	307
Berouw, Utrecht	250	2 000	2 700	50	162
Utrecht Housing (1000 new sites)	-	-	8 000	-	480
Utrecht Town	270	1 055	4 100	2 200	3 000
Town	995	6 855	19 918	2 345	3949

Massification programme : COCGTA FUNDED : R 1000 000

Assess and confirm the availability of sustainable water resources with Emadlangeni LM surrounding areas.
Geographical sitting of boreholes per location, Drilling co-ordination and inspection per location.
Yield tests co-ordination, inspection and analysis per location.
Water resources testing and confirmation of water quality for human consumption per drilled area.
House Holds' to be served : Estimated :4312 .

Emadlangeni Rural water Supply phase1 :R 13 380 000

On the 16 July 2010, DWA approved funding for the development for water resources within the Emadlangeni area in the Amajuba DM WSA.
This project is for the supply of a basic water supply to the 36543 people with an estimated 4287 HH's within the Emadlangeni area within the Amajuba DM WSA.
Most of the Beneficiaries are of labour tenants are on privately owned farmlands with access to no or little water supply.
Total project Estimation : R 86 125 895
Phase one : R 13 380 000 :Start : May 2012
Costs per HH : R 20 090
Number of Households planned to be served :Table 19

Objectives of the bulk supply:

- To Eradicate Water backlog for Emadlangeni LM : estimated 5194 HH 's.
- Assess feasibility of supplying portable water to the Emadlangeni local Municipality.
- To establish the profile of the beneficiary
- Show economic viability and cost estimate details in order to access MIG/DWAF funds.
- To provide an adequate (survival) and potable water supply for the inhabitants within the Emadlangeni Municipality,
- Institutional sustainability
- To improve the health and hygiene situation in Emadlangeni especially in the disadvantaged communities,
- An initial free basic water supply of 13ℓ/p/d (within 200m of each household)
- Community participation,
- **An interim supply measure while more comprehensive water supply programmes are developed.**

Proposed Infrastructure

- New Boreholes: New boreholes will be drilled as last option; the first option will be to use what is already on the site.
- Re-instatement of boreholes: All boreholes that either were not reinstated under previous programmes or which have failed either due to falling groundwater levels or as a result of increased usage through failure of alternative potable water resources will be re-instated.
- Spring Protection: There is a substantial demand to protect springs throughout the region. The potential sensitivity of springs to react to drought conditions has resulted in only high priority, and sustainable springs being considered.
- Small Schemes: Small schemes served by production boreholes or by pipelines from existing networks are often a more cost effective and efficient means of providing potable water. In appropriate circumstances and where a full Business Plan and development programme would delay the provision of potable water, a small low cost scheme will be designed and implemented.
- Dams/Rivers/Streams: This will serve as bulk sources to housing layouts such as Kingsley Housing Project

Turn Around Strategy for interim water supplies by implementing the Water tanker reduction programme

This sector has been unable to keep pace with the demand for adequate water services for the rural population. While coverage rates of above basic level and basic level water supply within the Amajuba District WSA are estimated 60 at per cent, about 40 per cent of the total population do not have access to piped water supplies at all. Further, the re-liability in some areas that benefit from piped supplies is decreasing. This situation is compounded by periodic water shortages as a result of over-abstraction from rudimentary water resources and thus resulting to very costly water deliveries via tanker delivery services. Due to limited cash flows allocated for water supply and time constrains, suitable piped water infrastructure will only be constructed by the end of 2016.

As an Interim solution, the Amajuba DM turnaround strategy for the piped water sector has identified a need to assess the areas as follows in order to advance water supply service delivery.

(i) Establishing a regulatory framework by replacing tanker deliveries with proper sustainable water infrastructure.

(ii) Determining the choice of borehole water, pipe extensions, to communities whilst awaiting the construction of proper water supplies within the Emadlangeni LM.(Considering the Environmental impact and land use plan)

(iii) The following table 4 indicates villages and communities that were prioritised in order to drill, build new boreholes and pipe line extensions.

Table 21: Ground water refurbishment and borehole programme

Amajuba DM : EMADLANGENI MUNICIPALITY : GROUND WATER REFURBISHMENT & BOREHOLE PROGRAMME					Funding approved
Ward	**Village name**	**HH's**	**Improvements**	**EST Cost**	START FEB 2012
1	Balenge	13	Hand pump Borehole	35 000	
1	Boschhoek 183	32	New production Borehole	220 000	220 000
1	Imphophoma	31	Hand pump Borehole	75 000	
1	Kemplust	45	New production Borehole	114 000	114 000
1	Lembe	32	Hand pump Borehole	35 000	
1	Mabaso	98	Spring prot & Pipe Extension	80 000	80 000
1	Nkonjane	20	Hand pump Borehole	35 000	
1	Nzima	102	New production Borehole	114 000	114 000
1	Pivaanspoort	15	Hand pump Borehole	35 000	
1	Ruigtefontein	14	Hand pump Borehole	35 000	
1	Wit Umfolozi	62	Hand pump Borehole	70 000	
1	Slagveld	27	Hand pump Borehole	38 000	
1	Ncome	22	Hand pump Borehole	38 000	
1	Magwaza	37	Hand pump Borehole	75 000	
1	Danpoti	25	Hand pump Borehole	70 000	
1	Mooihoek	50	Hand pump Borehole	70 000	
1	Mandlakazulu	35	Spring protection /PipelineExtension	27 000	
1	Ematshotshombeni	20	Hand pump Borehole	35 000	
1	Vukuzakhe	23	Spring protection /PipelineExtension	27 000	
1	Mbanjwana	34	Hand pump Borehole	70 000	70 000
1	Miyazi	12	Hand pump Borehole	70 000	35 000
1	Ngema	9	Spring protection /PipelineExtension	27 000	
1	Myayiza	7	Spring protection /PipelineExtension	27 000	
1	Nxumalo	3	Spring protection /PipelineExtension	27 000	
1	Jakobhusi	27	Spring protection /PipelineExtension	27 000	
1	Goqo	22	Spring protection /PipelineExtension	27 000	
1	Esdakeni	35	Hand pump Borehole	35 000	
1	Mlwane	10	Spring protection /PipelineExtension	27 000	
1	Mkhonza	5	Spring protection /PipelineExtension	25 000	
1	Mbathani	25	Hand pump Borehole	35 000	
1	Hattingspruit	20	Hand pump Borehole	35 000	
1	Malaynini	37	Hand pump Borehole	35 000	
1	Dunusa	55	Hand pump Borehole	35 000	
1	Thuthuka	17	Hand pump Borehole	35 000	
1	Mpophomeni	31	Hand pump Borehole	35 000	
1	Luthulunye	52	New production Borehole	70 000	70 000
1	Magidela	63	New production Borehole	70 000	70 000
1	Ndlamlenze	470	New production Borehole	220 000	220 000
1	Emadlangeni	30	Hand pump Borehole	35 000	
1	Gelykwater	35	Hand pump Borehole	35 000	
1	KwaMsani	10	Spring protection /PipelineExtension	27 000	
1	Dubazana	5	Spring protection /PipelineExtension	27 000	
1	Jonastesh	7	Spring protection /PipelineExtension	27 000	
Total Ward 1		**1724**	**0**	**R 2 276 000**	**R 1 000 000**

The Amajuba refurbishment of existing water purification plants and bulk infrastructural system

The Utrecht Local Municipality area has one water treatment works located inside the town of Utrecht. The Utrecht water treatment plant was transferred from Utrecht Local Municipality and requires refurbishment and upgrade to cope with current and future demand.

Utrecht water Purification Plant:
The estimated refurbishment costs for the work identified at the Utrecht water purification plant are tabulated below:

Table 22: Estimated refurbishment cost

Utrecht WPP		
N0	**Description**	**Current value**
1	Khyaletho brick reservoir demolish- Refurbish Mine raw water reservoir + construct roof	R 2 758 800
2	Bulk Reservoirs x 2 - refurbishment	R 1 630 200
3	Balgray - new 1.5 meg reservoir and pipe work	R 1 881 000
4	Bulk Potable feed lines - to be replaced (asbestos line) end of live in town	R 2 758 800
5	Fencing and security at plant and bulk reservoirs	R 1 228 920
6	Staff single quarters and wash room	R 877 800
7	Provision for Professional Services consultant	R 1 558 722
Total estimated cost		**R 12 694 242**

In order to achieve the **Blue Drop requirement's** and ensure effective water supply ,Business plans have been compiled and submitted to DWA for assessment
Sources : Amajuba DM WSA : operations /Detailed reports can be obtained from the office of the Director Engineering :Amajuba DM

2.4.3 Sanitation

In terms of access to proper sanitation, access to flush toilets has increased from 18.2 % in 2001 to 34 % in 2007. There has also been a significant increase in the number of VIP toilets which indicates positive service delivery. It is a concern that approximately 24% do not have access to sanitation facilities.

Table 23: Percentage access to sanitation

Households	**2001**	**2007**
Flush Toilet (connected to sewerage System)	18.2	34
Flush Toilet (with septic tank)	9.2	3.7
Dry Toilet facilities	-	3.5
Chemical toilet	1.7	7.2
Pit toilet with ventilation (VIP)	4.4	27.3
Pit toilet without ventilation	28.4	-
Bucket toilet system	0.5	-
None	37.6	24.4
Total	**100**	**100**

Stats SA Community Survey 2007

(i) Provision of Free Basic Sanitation

The Amajuba District provides free basic sanitation to indigent households.

(ii) Addressing the Backlogs

Table 24: ACCESS TO SANITATION ACCORDING TO THE ADM'S INTERNAL MONITORING DATABASE (Nov 2010)

Category	Emadlangeni
Flush toilet (connected to sewerage system)	670
Flush toilet (with septic tank)	478
Dry toilet facility	0
Pit toilet with ventilation (VIP)	0
Pit toilet without ventilation	0
Chemical toilet	0
Bucket toilet system	0
None	5625
Total	**6803**

The following projects are planned to undertaken by the Amajuba DM (WSA)

The following table represents a detailed ward analyse for the areas to be covered within the Emadlangeni LM, estimated at R 40 000 000 for the 5625 households within the Emadlangeni Local Municipality.

Table 25: Sanitation backlogs per ward

Emadlangeni Local Municipality			
WARD	Total Nº of HH	Sanitation Backlog	
		Nº of HH	%
1	1861	1707	92%
2	1303	400	31%
3	1340	1286	96%
4	2299	2232	97%
Total HH	**6803**	**5625**	**83%**
Total Backlogs			

2.3. Proposed Sanitation project to be implemented within the Emadlageni

During the 2010 /2011 Cogtga approved R647 000 to undertake the feasibility study in order to secure MIG funding. A comprehensive feasibility study is currently been planned in order to assess the following:

- Assess feasibility of supplying VIP's to the Emadlangeni local Municipality.
- To establish the profile of the beneficiary
- Show economic viability and cost estimate details in order to ensure operational viability.
- Institutional sustainability
- To improve the health and hygiene situation in Emadlangeni especially in the disadvantaged communities,
- Assess the indigent policy in terms of Sanitation provision
- Community participation,
- The promotion of improved sanitation, health and hygiene, and
- Assess the groundwater protocol that would technical advice on implementation of programme

WASTE WATER TREATMENT: UPGRADE & REFURBISHMENT OF PLANT

The Amajuba District Municipality has the three Local Municipality areas of Newcastle, Dannhauser and Utrecht. However it has been authorized together with the Newcastle Local Municipality as a Water Services Authority and as a consequence is responsible for the water services in the latter two Local Municipal areas.
The primary objective of collection and treatment of wastewater is to ensure that the effluent discharged to the environment does not pose on unacceptable risks to human health and the ecosystem. In order to achieve the GREEN DROP STATUS ,it is imperative that the following WWTP be upgraded and refurbished as per the DWA guidelines .

A number of challenges have been faced by the water services authority and water services provider in achieving the required standard of waste water treatment services in the region.

The key challenges are:

I. The Utrecht Local Municipality area has two waste water treatment works located outside the town of Utrecht. The Utrecht ponds were transferred from the local Municipality and require refurbishment.

II. The other small treatment works, named the Welgedacht works, was transferred from the de-commissioned coal mines in the area. This works comprises a rotating single orbital disc in a pasveer ditch, clarifier and drying beds and services a school and around twenty inhabited mine houses.

The capital funding requirements to refurbish the four waste water treatment works is R 3 875 000 million inclusive of allowance for 10 % contingencies and 14 % VAT. These refurbishment costs are made up per works as set out in the table below.

Refurbishment and upgrading of the Utrecht Ponds:

The Utrecht waste water treatment works consists of series of oxidization ponds, reed beds at the works outlet and a final effluent irrigation distribution system. The capacity of the ponds is estimated to be around one (1) Ml/day. The estimated present hydraulic load is around 0, 75 Ml/day.

The delivery of sewage to the works takes place via the sewer pump stations and delivery of waste from honey sucker tankers. The entrance pond is filled with sludge which also contains a large volume of solids including abattoir waste. The delivery of the abattoir waste has been organically overloading the system and when the blood and animal deposits have stopped being dumped at the works, the situation has improved but the final effluent still does not meet the National DWA minimum standards. This is due to the large volume of undigested sludge containing large volumes of blood in the first pond.

The following was noted at the works:

- No office or ablution facilities are available
- No electricity was available on site
- No operators at the works

The maturation ponds/reed beds of which there are three, are not functioning as per the origina design. The reeds are inadequate and the outflows blocked causing wide spread spillage over the flood plain below the reed beds. The irrigation facilities are run down and are not functional. It is clear that all the electrical and mechanical infrastructure and equipment need repair and/or replacement. The pipelines to the pumps and irrigation network are all dysfunctional.

The Utrecht waste water treatment works consists of series of oxidization ponds, reed beds at the works outlet and a final effluent irrigation distribution system. The works is located on the North West side of the town at the following GPS location:
The refurbishment of the current sanitation infrastructure within Emadlangeni CBD is also planned for and assessments will be undertaken within the 2011/2012 financial year. GPS Coordinates:

27° 40' 14.97" South 30° 17' 05.49" East

Welgedacht Waste Water Treatment Works:

The Welgedacht waste water treatment works consists of an inlet works with no screen facility, a pasveer ditch with orbital discs, a clarifier and a set of sludge drying beds. The plant is estimated to be able to deal with 0, 5 Ml/day and the maximum volume loading is around 200 Kl/day. The waste water treatment works supplies services to a small number of old mining houses in the vicinity of the plant.

Electrical equipment is old and is based on the old 500 volt system. This requires to be replaced with a 360 volt system to ensure sustainability. The Welgedacht waste water treatment work's civil structures are run down and all require refurbishment. Severe concrete attack has taken place within the pasveer ditch. The mechanical infrastructure of the plant is in most instances requires replacement due to the poor state. The pump motors will all need to be replaced with 360 volt units.

The waste water works has a set of sludge drying beds that will require drainage and installation of correct flooring material. The plant has no facility for disinfection. No outflow was due plant due to the low flow volumes.

The Welgedacht waste water treatment works has no facilities for operators such as stores, office or ablution facilities.

The Welgedacht waste water treatment works constructed in 1984 for the treatment of waste water for the mines housing facilities is located on the higher ground on the outside of the town of Utrecht at the following GPS coordinates:

27° 38' 55.68" South 30° 18' 01.26" East

Emadlangeni Rural Sanitation Project

Table 26: Emadlangeni Rural Sanitation Project

Estimated Number Households	Ward	Comments
760	1	Planning Stage
56	2	Planning Stage
370	3	Planning Stage
892	4	Planning Stage
725	Amatungwa/Berouw	Planning Stage
4312	Total	

Source: Amajuba Internal Monitoring Database 2010/2011

This project is for the supply of a rural sanitation to 23 716 people with an estimated 4312 households within the Emadlangeni area. The estimated costs, as per DWAF Guideline is R 5160 per unit. These projects are currently in the planning stage.

2.4.4 Source of Energy

The Statistics SA Community Survey 2007 data was used as source to indicate the energy use of households in the Municipality's area of jurisdiction.

(i) Source of Energy for Lighting

41% of the population makes use of electricity as the main source for lighting. Therefore 59% of households are not electricity users.

The use of candles for lighting is however the most used form of energy at 53%.

Table 27: Comparison of Energy used for Lighting Household (%) – 2001 - 2007

Energy Usage Lighting	Electricity	Gas	Paraffin	Candles	Solar	Other
Census 2001	29.1	0.5	4.2	65.3	0.2	0.6
Community Survey 2007	40.6	0.4	3.5	52.7	0.3	2.5

Stats SA: Census 2001 and Community Survey 2007

(ii) Source of Energy for Cooking

Electricity is not the main source of energy for cooking as only 38% indicated this source.

Wood is the highest source of energy (43%) used for cooking. This is not an environmentally friendly situation and alternative sources should be identified.

Table 28: Comparison of Energy used for Cooking per Household (%) – 2001 - 2007

Energy Usage Cooking	Electricity	Gas	Paraffin	Wood	Coal	Animal dung	Solar	Other
Census 2001	25.2	3.6	4.8	48.9	9.9	7.2	0.1	0.3
Community Survey 2007	37.6	3	9.8	42.9	5.7	1	-	-

Stats SA: Census 2001 and Community Survey 2007

(iii) Source of Energy for Heating

Wood is again the highest source for heating at 46%. As stated above the use of wood is not environmentally friendly and this source will not be sustainable in the long run.

36% of Households indicate that electricity is used for heating.

Table 29: Comparison of Energy used for Heating per Household (%) – 2001 - 2007

Energy Usage Heating	Electricity	Gas	Paraffin	Wood	Coal	Animal dung	Solar	Other
Census 2001	24.2	1.6	2.8	51.2	12	7.1	0.1	0.9
Community Survey 2007	36.1	0.3	6.7	46.1	8.8	0.8	-	1.1

Stats SA: Census 2001 and Community Survey 2007

(iv) Provision of Free Basic Electricity

The Emandlangeni Municipality provides 50kWh per household per month and has allocated R 847 000 in the 11/12 financial year to this end.

(v) Addressing Backlogs

According to the Amajuba Backlog Study 2005, 2791 households in Emadlangeni do not have access to basic level of services. This figure include farm labourer housing that was previously not included. According to the State President's speech (2010), all households have to be electrified by

2012.With the current funding allocations, this will take in the region of 9 to 10 years to address the current backlogs.

The project list below provides a list of electrification projects coordinated with the DME/ESKOM list, to address the rural back log. A number of the connections in the projects have been adjusted to allow for additional connections that will be created by housing development in the area before electrification will take place. A number of housing development projects have also been included where the project is done by the local municipality but are situated in the ESKOM area of supply

Table 30: List of Electrification Projects

Project	Priority	Number of connections
Izimbuthu 403 con	1	complete
Emxhakeni/vaalbank 700 con	2	complete
Inkululeku 75 con	3	75
Kingsley land reform 87 con	4	87
Nzima land reform 25 con	5	45
eMange	5	12
Wit-mfolizi 90 con 5	5	90
Thabalala(Zaaihoek) land reform 101 con	6	120
Total Rural Backlog	**2045**	

Source: Amajuba Internal Monitoring Database 2010/2011

2.4.5 Refuse Removal

Emadlangeni has a comparative large number of households without access to formal refuse removal. The spread of the rural population within Emadlangeni Municipality contributes to the difficulty of providing this service. 47% of households reported that they have not got access to a formal dumpsite and have created their own dumping site and method. A mere 1.6% of households indicated that they make use of a communal refuse dump.

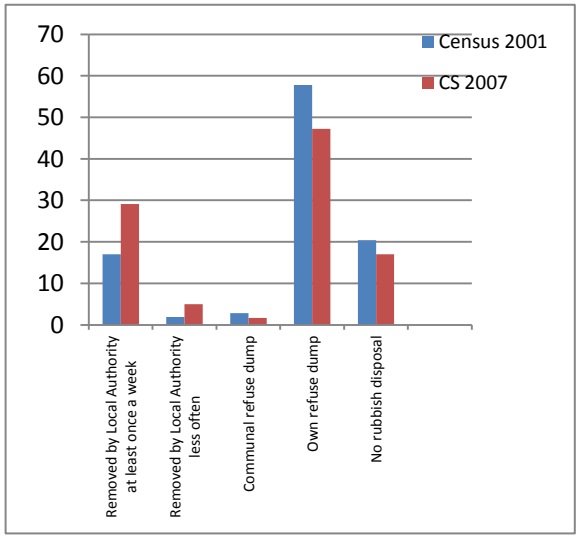
The above statistics indicate a desperate situation and a potential disaster environmentally wise. A high priority should be given to the environmentally sustainable management of waste.

Table 31**:** Percentage of Household by Type of Refuse Disposal

	Census 2001	CS 2007
Removed by Local Authority at least once a week	17	29.1
Removed by Local Authority less often	1.9	5
Communal refuse dump	2.8	1.7
Own refuse dump	57.8	47.2
No rubbish disposal	20.4	17

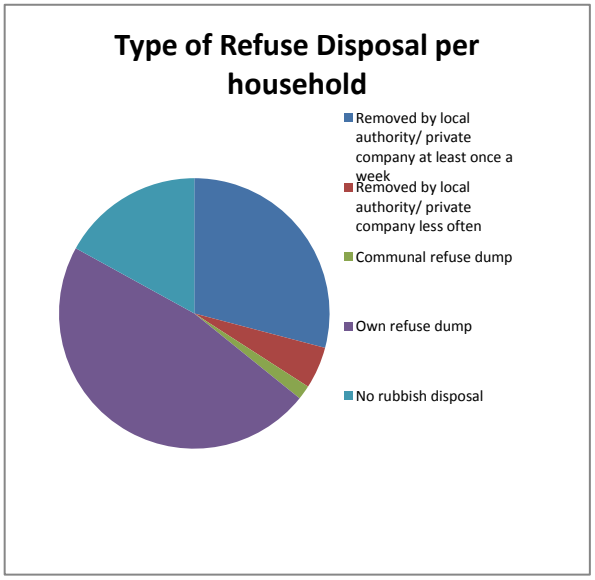
Stats SA: Census 2001 and Community Survey 2007

Figure 8: Refuse removal



Stats SA: Census 2001 and Community Survey 2007

Figure 9: Refuse removal



Stats SA: Community Survey 2007

A detailed analysis of the refuse collection and waste management in general in the district is contained in the Integrated Waste Management Plan compiled by Amajuba DM, dated 2003. The Solid Waste Plan recommended that the most viable refuse collection option was for the status quo to remain whereby there is no regional disposal site and that the local municipalities collect refuse in their municipal area.

The Amajuba District Municipality has proposed that an educational campaign be launched to teach and sensitize households about this subject. Emadlangeni supports this proposal.

(i) Provision of Free Refuse Removal

The Emadlangeni municipality removes 1 bin per week for indigent households and has allocated R 874 763.04 in the 12/13 financial year to this end.

2.4.6 Roads

According to the Amajuba Baseline study conducted in 2005 about 75% of the households have a basic level of road service and only 10% of households walk more than 5km or 30 minutes to the main road.

Table32: Accessibility to roads per household

Standards	Household	% distribution
Below basic level of service (backlog)	572	10.1
Basic level of services	3998	70.6
Above basic level of service	1093	19.3
Total	**5663**	**100**

Source: Amajuba Baseline Data Study, 2005

According to the study, the poor conditions of the internal tarred roads were highlighted and a maintenance strategy put in place which has resulted in about 90% of the roads being re-sealed. A need exist to extend this study to include all gravel roads. The main roads through town, namely Voor and Van Rooyen streets, need to be resurfaced.

The IDP has also identified the need to tar the Knight's Hill and Burger's Passes as well as the road from the erstwhile Utrecht TLC to Groenvlei and on to Wakkerstroom. The rural hinterland to the north of the municipality is fairly inaccessible as trucks cannot negotiate either of the passes. Once tarred, the northern timber growing areas of the municipality will be more strongly linked to the urban core.

2.4.7 Housing

A Housing Plan has been prepared which identifies backlogs and targets for delivery. A high percentage for Emadlangeni inhabitants, reside in traditional dwellings or structures. This indicates a large number of individuals concentrated in rural areas. This also indicates a potential housing backlog within the Municipality. Adding to this, a large of people live in brick structures on separate stands or yards but this figure is not as high as the former category.

Overall this indicates that the Municipality has a large area of land and mostly subserviced.
The reason for low level services is partly due to the low population /km making service provision expensive. The reviewed housing plan is contained in Appendix 15.

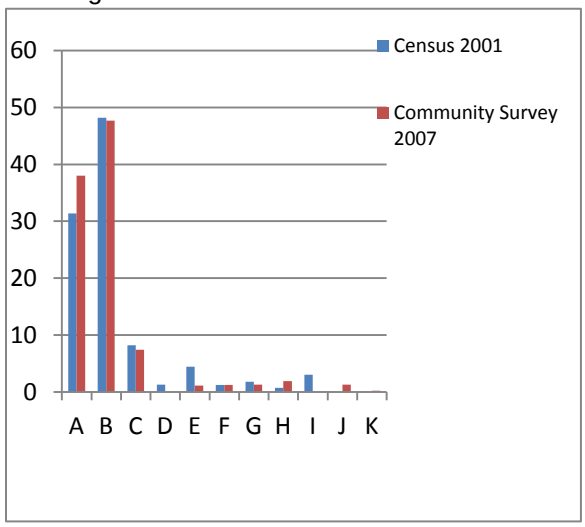
Table 33: Percentage Distribution of Households by Type of Main Dwelling

Category	Type of Dwelling	Census 2001	Community Survey 2007
A	House or brick structure on a separate stand or yard	31.4	38.0
B	Traditional dwelling/ hut/ structure	48.2	47.7
C	Flat in block of flats	8.2	7.4
D	Town / cluster/ semi-detached house	1.3	-
E	House/ flat/ room in back yard	4.4	1,1
F	Informal dwelling/ shack in back yard	1.2	1.2
G	Informal dwelling/ shack not in back yard (eg in informal/ squatter settlement)	1.8	1.3
H	Room/ flatlet not in back	0.7	1.9

	yard but on a shared property		
I	Caravan or tent	3.0	-
J	Workers' hostel	-	0.2
K	Other	-	0.2

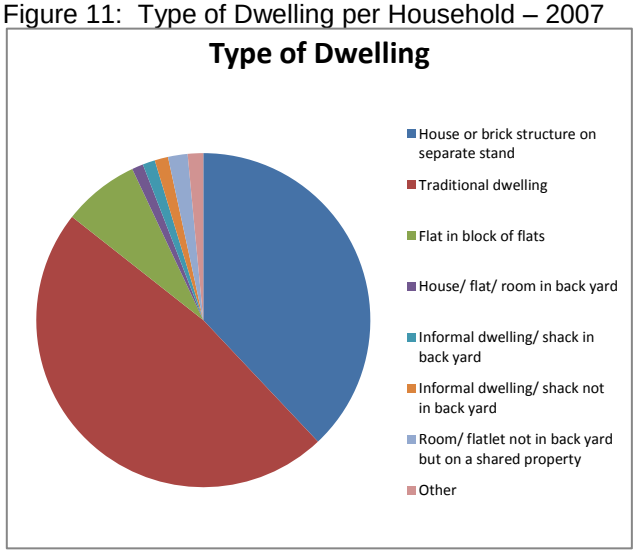
Stats SA: Census 2001 and Community Survey 2007

Figure 10: Comparison of Percentage Distribution of Households by Type of Main Dwelling



Stats SA: Census 2001 and Community Survey 2007

Figure 11: Type of Dwelling per Household – 2007



Stats SA: Community Survey 2007

2.4.8 Health Care Facilities

The Emadlangeni sub-district consists of 1 district hospital, 1 prison hospital, 2 provincial fixed clinics (gate clinic), 2 mobile provincial clinics, 2 EMRS bases and 1 forensic mortuary.

Mobile clinics provide 8 hour services Mon – Fri and the gate clinic provides 8hour services Mon – Sun. One fixed clinic provides 12 hour services

The district hospital, namely Niemeyer mentioned above offers district level services. Patients needing regional level, advanced and specialized health care are referred to Madadeni and Newcastle hospitals.

Access to hospital services is thus reasonable although many people are forced to travel more than 10km to make use of the facilities.

There is a clinic at Groenvlei that is operational. Mobile clinics also visit 35 points throughout the municipality. Although ambulances are dispatched from Newcastle, they now have a depot at Niemeyer Memorial Hospital. This means response time will improve.

Table 34: BASIC INFRASTRUCTURE SERVICES IN THE DISTRICT FACILITY NETWORK BY THE MUNICIPALITY 2012/13

Municipality	Facility Type	No.	% with Electricity	% with Piped Water Supply	% with Fixed Line Telephones
Dannhauser	District Hospital	Nil			
	Clinics	10	100%	100%	100%
Newcastle	District Hospital	2	100%	100%	100%
	Clinics	13	100%	100%	100%
EMadlangeni	District Hospital	1	100%	100%	100%
	Clinics	2	100%	50%	50%
District Total	District Hospital	3	100%	100%	100%
	Clinics	25	100%	96%	96%

(Source: Department of Health, 2010)

ADDRESSING THE BACKLOGS

The Department of Health has managed to address all of its backlogs for water, sanitation, electricity and telephones for all of its health facilities. The following table summarises these facts:

TABLE 35: PUBLIC HEALTH CARE FACILITIES OVERVIEW

Sub-District	% of Clinics, CHC's & District Hospitals with:											
	Piped water (target 100%)			Adequate sanitation (target 100%)			Working telephones (target 100%)			Electricity (target 100%)		
	2009/10	2010/11	2011/12	2009/10	2010/11	2011/12	2009/10	2010/11	2011/12	2009/10	2010/11	2011/12
Sub-district (A) Newcastle	100% (14/14)	100% 14/14	100% 13/13	100% 14/14	100% 14/14	100% 13/13	100% 14/14	100% 14/14	100% 13/13	100% 14/14	100% 14/14	100% 13/13
Sub-district (B) Dannhauser	100% 9/9	100% 10/10	100% 10/10	100% 9/9	100% 10/10	100% 10/10	96% 8/9	100% 10/10	100% 10/10	100% 9/ 9	100% 10/10	100% 10/10
Sub-district (C) Emadlangeni	50% ½	50% 1/2	50% 1/2	50% 1/2	50% 1/2	50% 1/2	50% 1/2	50% 1/ 2	50% 1/2	50% 1/2	50% 1/2	100% 2/2
1 District Average	96% 24/25	96% 25/26	96% 24/25	96% 24/25	96% 24/25	96% 24/25	88% 22/25	96% 25/26	96% 24/25	96% 24/25	96% 25/26	100% 25/25

This table shows the basic infrastructural deficits in facilities in the district and should form the basis for an infrastructural development plan.

Narrative:

– Clinics are at times without telephone line because of the theft of telkom cables.
– Poor telkom network.
- The VCT clinic in Newcastle town is no longer operational. Thus the number of PHC fixed clinics have reduced by one from the previous state.

Strategies and Activities to achieve targets

– Communication radio has been installed in some clinics however they give problems (not functioning at times).
– Cell phones purchased by the mother hospital for prioritized clinics.
– The district chief works inspector will do an audit, servicing and also ensure availability of radios.

(i) HIV/AIDS

- In 2006, Amajuba DM had the highest HIV prevalence estimates amongst antenatal clinic attendees in the province at 46%. This figure was well above the comparative figures for most of the districts in the province.
- The figure for Amajuba however decreased to 39.4% in 2007. Although still high, this figure is exceeded in at least three other districts in the province.
- The Amajuba DM has been the district with the strongest decrease in infection rate between 2006 and 2007 amongst all districts.
- The National HIV Prevalence Survey however only provides district level comparisons from 2006 onwards, and it was this not possible to trace trends at district level further back than 2006.

It is important to factor into planning the impacts associated with this epidemic. The epidemic, for example, will affect infrastructure planning by reducing the projected number of people, impact on households requiring services such as their ability to pay for these services and increase demand for health care facilities and social services.

2.4.9 Education Facilities

There are 49 schools in the Emadlangeni municipal area with 19 schools offering Grades 1 to 7. According to the IDP, all schools need additional classrooms and the upgrading of facilities. Due to their location, some schools do not even have access to basic infrastructure services including access roads. Accommodation of teachers in the rural areas is also a big problem. Educators are forced to travel far and during the rainy season, many of the schools are inaccessible.

2.4.10 Extended Public Works Programme

The EPWP is one of the South African Government's short-to-medium term programmes aimed at the provision of additional work opportunities coupled with the training of participants. It is a national programme covering all spheres of government and state-owned enterprises.

The EPWP involves creating temporary work opportunities for the unemployed, using public sector expenditure. It builds on existing best-practice government infrastructure and social programmes either by deepening their labour absorption or extending them.

Given that most of the unemployed are unskilled, the emphasis is on relatively unskilled work opportunities. All of the work opportunities generated by the EPWP are therefore combined with training, education or skills development, with the aim of increasing the ability of people to earn an income once they leave the programme.

Rural Roads Projects is implemented in terms of the Extended Public Works Program and training of a skills group is in progress.

The table below shows the number of jobs created by the municipality in line with the EPWP in 2011/12 thus far, and projections for 2012/13.

Table 36: Number of jobs created through EPWP

Project Name	Number of Males employed	Number of Females employed	Number of Youth employed	Number of Adults employed	Total Number of jobs created
Inkululeko Yomphakathi Gravel Road Phase 1	11	9	8	12	20
Inkululeko Yomphakathi Gravel Road Phase 2	10	10	16	4	20
Ezihlabathini Gravel Road	10	10	12	8	20
Incuba Pedestrian Brige	10	10	11	9	20
Emxhakeni Gravel Road	10	10	14	6	20

Table 37: Number of jobs to be created through EPWP in 2012/13

Project Name	Number of Males employed	Number of Females employed	Number of Youth employed	Number of Adults employed	Total Number of jobs created
Pension Point Market Stalls	10	10	12	8	20
Balgray Access Roads Rehabilitation	10	10	16	4	20
Hoogenoeg Gravel Road Rehabilitation	10	10	12	8	20
KwaNtaba & Ehhashini Gravel Roads Rehabilitation	10	10	11	9	20
Greonvlei Gravel Roads Rehabilitation	10	10	12	8	20

2.4.11 Community facilities

(i) Cemeteries

A process of establishing a District cemetery commenced with the initial identification of the need for a cemetery and the decision that the cemetery is a District Municipality requirement. Different sites were identified at Emadlangeni after which geo-tech studies were conducted to determine suitability.

The status quo is as follows:

1. Kingsley: The ownership of land by the Kingsley Community Trust is being disputed by another community; this is despite Kingsley Community Trust having given us a Land Owner's Consent. The matter is currently before Court.
2. Fairbreeze: Ingonyama Trust Board still awaits an offer from the District Municipality.
3. Kliprand: The land was initially donated to the District Municipality however; at a later date the offer was withdrawn as it was established that there were prospects of Coal Mining.

(ii) Sports and recreation facilities

There are disparities with regards to sports grounds and community halls between the urban and rural areas and are it has been noted that many of the existing facilities are not maintained.

The Amajuba District Municipality received funds from Department of Sports and Recreation for the development and upgrading of sports stadiums and requested local municipalities to prioritize projects. The Emadlangeni municipality has prioritized the following project:

- The renovation of the combo court for the stadium in Bensdorp, Utrecht.
- A soccer stadium in Groenvlei
- Rehabilitation of the horse racing turf in ward 4.

The stadium in Bensdorp has been completed but is yet to be handed over to Emadlangeni.

2.5 Spatial and Environmental Analysis

2.5.1 Spatial Analysis

(i) Utrecht Urban Area

At present the largest concentration is at Utrecht town. The town is made up of five residential areas namely:

- Utrecht town;
- Bensdorp;
- Goedehoop;
- Balgray; and
- Imzinhlope.

(ii) Land Reform Settlements

The following Land Reform projects will have an impact on the spatial development of the area.

- Khumalo settlement adjacent to Utrecht for 600 households;
- Khumalo settlement east of Waterval prison for 104 households;
- Shabalala settlement around Groenvlei for 300 households;

- Nzima settlement at Strydfontein for 300 households; and
- Mabaso settlement of Pivaanswaterval for 300 households.

(iii) Transportation

The Emadlangeni Municipality is well accessible and has well developed transportation links. The R34 which bisects the urban area links the Local Council with Newcastle to the west and Vryheid to the east. The main district roads are reasonably well maintained and link Utrecht with Wakkerstroom, Paulpietersburg, Osizweni, Volksrust and Ingogo.

Internally access roads between various areas have been developed. The only area which has limited access to the rest of the district is the area of NkosiNzima. Access to this area is via a gravel road which is situated between Wakkerstroom and Piet Retief.

(iv) Rural Service System for Emadlangeni

The system is based on three primary components, namely:

- A service "Hub"
  - ✓ A Hub is a distribution and co-ordination point
  - ✓ a greater variety, higher order and more permanent range of services which is present at a satellite.
- Satellites
  - ✓ A Hub is served by a series of satellites which deliver supplementary services.
- Sub-satellites
  - ✓ Satellites are served by the sub-satellites to deliver supplementary services.

Taking into account the development of the land reform projects together with the topography of the area, one can develop the following rural service system :

- Service Hub: Utrecht Town.
- Satellite: Amanthungwa Trust.
- Sub-satellites: Groenvlei; Kingsley; Nzima; Mabaso; and Blue Mountain.

2.5.2 Environmental Analysis

(i) Wetlands

There are three wetlands of key importance in the Emadlangeni Municipality (Begg, 1989), namely:
- Groenvlei;
- BoschoffsVlei; and
- Blood River Vlei.

These wetlands require conservation as they form an integral part of the catchments of the major river systems in the municipalities. Any impacts of any future development up-stream or adjacent to these wetlands must be considered prior to its approval.

(ii) Special Environmental Management Areas

The northern "highland" areas of the Balelesberg have been identified as a Special Environmental Management Area due to its biodiversity value. Both the KZN Wildlife 'Systematic Conservation Plan for KZN' and the Enkangala Grassland Trust 'Enkangala Systematic Conservation Plan' have identified large portions of the area above 1700 m north-east through to north-west (as far as Wakkerstroom) of Utrecht as being 'irreplaceable' or of very high national and provincial conservation value.

The highlands also form the catchment areas for the Buffalo, Blood, Slang, Pongola and Bivane Rivers and catchment management is therefore of the utmost importance to the economy of South Africa. Land uses (such as afforestation and overgrazing) that reduce water production should not be permitted within this area.

(iii) Mine Rehabilitation

Mines which were identified as needing rehabilitation by SiVest (2003) are:

- Welgedacht Colliery (Utrecht and Umgala Sections), now known as the KANGRA Coal Properties LTD; and
- Balgray Colliery

They have since been rehabilitated, In terms of Section 38 of the Minerals Act, 1991, the rehabilitation of the surface of land concerned in any mining operation is to be carried out by the holder of the mining permit/ authorisation. This is to be carried out in accordance with an approved Environmental Management Plan, to the satisfaction of the Director: Mineral Development.
Policy stipulates the process for mine closures in order to be granted a certificate in terms of Section 12 of the Minerals Act, 1991. The objectives of mine closures are stated as follows:

- The safety and health of humans and animals are safeguarded from hazards resulting from mine operations.
- Environmental damage or residual environmental impacts are minimised to such an extent that it is acceptable to all involved parties.
- The land is rehabilitated to, as far as it is predictable, its natural state, or to a predetermined and agreed standard or land use which conforms with the concept of sustainable development.
- The physical and chemical stability of the remaining structures should be such that risk to the environment is not increased by naturally occurring forces to the extent that such increased risk cannot be contended with by installed measures.
- The optimal exploration and utilisation of South Africa's mineral resources are not adversely affected.
- Mines are closed efficiently and cost effectively.
- Mines are not abandoned but closed in accordance with this policy.

In ceasing operations, included in the EMP shall be a closure plan, which includes:

- The conditions for closure negotiated through the lead agent (the Department of Mineral and Energy Affairs) with the regulatory authorities;
- The manner in which the holder of a prospecting permit or mining authorisation intends dealing with its decommissioning and closure phases;
- The practical aspects of the execution of the requirements of the closure process which shall be negotiated on the basis of site specific BATNEE (Best (proven) Available Technology not Entailing Excessive Cost) as defined by the Aide-Memoir;
- The closure objectives
- Details of identified residual impacts including their synergistic effects, and
- Details of the financial arrangements for post-closure management or maintenance of rehabilitation measures, if required.

A number of mines in the area closed prior to the promulgation of this legislation. There is therefore a need for a more detailed study to be completed, which identifies the problematic mines as well include an assessment of the status and future plans of the District.

2.6 Institutional Analysis

2.6.1 Organisational Structure

(i) Council

The municipality comprises of seven Councilors. Currently there are 4 portfolio committees established by Council in terms of Section 79, of the Municipal Structures Act, 1998 namely:

- Technical Portfolio Committee;
- Finance Portfolio Committee;
- Community Portfolio Committee
- Corporate Portfolio Committee.

(ii) Municipal Staff

The Organisational Structure has been adopted by the Council. There are five departments in the Emadlangeni Municipality, namely:

- Department of Technical Services;
- Office of the Municipal Manager
- Department of Corporate Services;
- Department of Financial Services; and
- Department of Community Services

The functions of these departments are set below.

Table 37: Departments and Functions

Department	Functions
Office of the Municipal Manager	Municipal Management; Municipal Planning (IDP and PMS); and Municipal Finance Management. Town Planning and; Land use management

Department	Functions
	Internal Audit
Corporate Services	**Administration:** it is responsible for advertisements in public places; skills development, labour relations ,council secretariat, registry ,communication and IT.
Budget and Treasury Offices	**Income:** is responsible for Revenue Management; Debt Management and internal control. **Expenditure**: is responsible for expenditure management; procurement; materials; insurance; internal control and properties Supply Chain Management, assets and facilities.
Technical Services	**Electrical:** is responsible for electricity and gas reticulation and street lighting. **Civil Services**: is responsible for air pollution; municipal airports; municipal public works; storm water management; fence and fences; municipal roads; responsible for Building Regulations, infrastructure planning ,housing, maintenance of assets and facilities
Community Services	**Protection:** it is responsible for fire-fighting services; noise pollution; public places; street trading; traffic and parking; disaster ; control of public nuisances; municipal public transport; public safety; motor licensing ;roadworthy testing; and municipal policing **Community services**:; Pounds; Local Tourism management; promotion of local economic development and facilitation of housing development, municipal parks and recreation, Cemeteries, cleansing, burial of animals, markets; municipal abattoirs, local sports facilities, a refuse removal, refuse dumps, solid waste, HIV/Aids, environment, youth , gender and elders, sports ,arts and culture, disaster management, public nuisance, libraries.

2.6.2 Staff Component of the Municipality

The municipality consists of a workforce of **104 people** of which **64 are permanent, 34 contract workers and 6 temporary employees**. Of which Black male is 62 percent, black females 18 percent, white females 6 percent, white male 8 percent, colored male 3 percent and colored female 3 percent.

The only critical vacant position is the Position of Director Technical

2.6.4 Municipal Powers and Function

The powers and functions of the Municipality are described in the table below.

Table 38: Powers and Functions

Function	Authorizations	Definition
Schedule 4		
Air pollution	Yes	Any change in the quality of the air that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Building regulations	Yes	The regulation, through by-laws, of any temporary or permanent structure attached to, or to be attached to, the soil within the area of jurisdiction of a municipality, which must at least provide for: ▪ Approval of building plans; ▪ Building inspections, and ▪ Control of operations and enforcement of contraventions of building regulations. If not already provided for in the national and provincial legislation.
Child care facilities	Yes	Facilities for early childhood care and development which fall outside the competence of national and provincial government pertaining to child care facilities.
Electricity reticulation	Yes	Bulk supply of electricity, which include for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity, and also the regulation, control and maintenance of the electricity reticulation network, tariff policies, monitoring of the operation of the facilities for adherence to standards and registration requirements, and any other matter pertaining to the provision of electricity in the municipal areas.
Fire Fighting	Yes	In relation to DistrictMunicipality "Fire fighting" means: Planning, co-ordination and regulation of fire services; specialisedfire fighting services such as mountain, veld and chemical fire services; co-ordination of the standardisation of infrastructure.
Local tourism	Yes	The promotion, marketing and if applicable, the development, of any tourists attraction within the area of the municipality with a view to attract tourists, to ensure access, and municipal services to such attractions, and to regulate, structure and control the tourism industry in the municipal area subject to any provincial and national legislation, and without affecting the competencies of national and provincial government pertaining to nature conservation, museums, libraries and provincial cultural matters.
Municipal airport	No	A demarcated area of land or water or a building which is used or intended to be used, either wholly or in part, for the arrival or departure of aircraft which includes the establishment and maintenance of such facility including all infrastructure and services associated within an airport, and the regulation and control of the facility, but excludes airport falling within the competence of national and provincial government.
Municipal Planning	Yes	The compilation and implementation of and integrated development plan in terms of the Systems Act.
Municipal Health Services	No	Subject to an arrangement with MECs to do the necessary authorizations, or alternatively, subject to amendments to the Structures Act, Municipal Health Service means environmental health services performed by a district municipality and includes:• Air pollution, Noise pollution; Solid Waste Removal; Water and Sanitation; Licensing and control of undertakings that sell food to the public; Control of public nuisance; and Facilities for the accommodation, care and burial of animals.
Municipal public transport	Yes	The regulation and control, and where applicable, the provision of:• Services for the carriage of passengers, whether scheduled or unscheduled, operated on demand along a specific route or routes

		or, where applicable, within a particular area• Schedule services for the carriage of passengers, owned and operated by the municipality, on specific routes.
Pontoons and ferries	Yes	Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matter related thereto, and matters falling within the competence of national and provincial governments
Storm water	Yes	The management of systems to deal with storm water in built-up areas
Trading regulations	Yes	The regulation of any area facility and/or activity related to the trading of goods and services within the municipal area not already being regulated by national and provincial legislation
Water (Potable)	No	The establishment, operation, management and regulation of a potable water supply system, including the services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution, bulk supply points, metering, tariffs setting and debt collection so as ensure reliable supply of a sufficient quality and quality of water to households, including informal households, to support life and personal hygiene.
Sanitation	No	The establishment, provision, operation, management, maintenance and regulation of a system, including infrastructure, for the collection, removal, disposal and/or purification of human excreta and domestic waste-water to ensure minimum standard of service necessary for safe and hygienic households.
Schedule 5		
Amusement facilities /Beaches	Yes	A public place for entertainment. The area for recreational opportunities and facilities along the sea shore available for public use and any other aspect in this regard which falls outside the competence of the national and provincial government.
Billboards and the display of advertisements in public places	Yes	The display of written or visual descriptive material, any sign or symbol or light that is not intended solely for illumination or as a warning against danger which promotes the sale and/or encourages the use of goods and services found in: ▪ Streets; ▪ Roads; ▪ Thoroughfares; ▪ Sanitary passages; ▪ Squares or open spaces; and/or ▪ Private property.
Cemeteries, funeral parlours and crematoria	Yes	The establishment, conduct and control of facilities for the purpose of disposing of human and animal remains.
Cleansing	Yes	The cleaning of public streets, roads and other public spaces either manually or mechanically
Control of public nuisance	Yes	The regulation, control and monitoring of any activity, condition or thing that may adversely affect a person or a community
Control of undertakings that sell liquor to the public	Yes	The control of undertakings that sell liquor to the public that is permitted to do so in terms of provincial legislation, regulation and licenses, and includes an inspection service to monitor liquor outlet for compliance to license requirements in as far as such control and regulation are not covered by provincial legislation.
Facilities for the accommodation, care and burial of animals	Yes	The provision of and/or the regulation, control and monitoring of facilities which provide accommodation and care for well or sick animals and the burial or cremation of animals, including monitoring of adherence to any standards and registration requirements outlined in legislation.
Fencing and fences	Yes	The provision and maintenance and/or regulation of any boundary or deterrents to animals and pedestrians along streets or roads.

Licensing of dogs	Yes	The control over the number and health status of dogs through a licensing mechanism.
Licensing and control of undertakings that sell food to the public	Yes	Ensuring the quality and the maintenance of environmental health standards through regulation, a licensing mechanism and monitoring of any place that renders in the course of any commercial transaction, the supply of refreshments or meals for consumption.
Local amenities	Yes	The provision, manage, preserve and maintenance of any municipal place, and building reserved for the protection of places or objects of scenic, natural, historical and cultural value or interest and the provision and control of any such or other facility for public use but excludes such places, land or buildings falling within competencies of national and provincial governments.
Local sport facilities	Yes	The provision, management and/or control of any sport facility within the municipal area.
Markets	Yes	The establishment, operation, management, conduct, regulation and/or control of markets other than fresh produce markets including market permits, location, times, conduct etc.
Municipal abattoirs	Yes	The establishment conduct and/or control of facilities for the slaughtering of livestock.
Municipal parks and recreation	Yes	The provision, management, control and maintenance of any land, gardens or facility set aside for recreation, sightseeing and/or tourism and includes playgrounds but excludes sport facilities.
Municipal roads	Yes	The construction, maintenance, and control of a road which the public has the right to and includes, in addition to the roadway the land of which the road consists or over which the road extends and anything on that land forming part of, connected with, , or belonging to the road.
Noise pollution	Yes	The control and monitoring of any noise that adversely affects human health or well-being or the ecosystems useful to mankind, now or in the future.
Pounds	Yes	The provision, management, maintenance and control of any area or facility set aside by the municipality for the securing of any animal or object confiscated by the municipality in terms of its by laws.
Public places	Yes	The management, maintenance and control of any land or facility owned by the municipality for public use.
Refuse removal, refuse dumps and solid waste disposal	Yes	The removal of any household or other waste and the disposal of such waste in an area, space or facility established for such purpose, and includes the provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment for the inhabitants of a municipality.
Street trading	Yes	The control, regulation and monitoring of the selling of goods and services along a public pavement, road reserve and other public places.
Street lighting	Yes	The provision and maintenance of lighting for the illuminating of streets.
Traffic and parking	Yes	The management and regulation of traffic and parking within the area of the municipality including but not limited to, the control over operating speed of vehicles on municipal roads.
Municipal public works		Any supporting infrastructure or services to empower a municipality to perform its functions

2.6.5 Municipal Policies and Plans

The following policies have been developed and implemented in the municipality.

Table 39: Summary of municipal policies being implemented

Policy	Status
Human Resources Policies	
Death Responsibility Policy	Draft in place
Recruitment, selection and appointment policy	Adopted and implemented
Council vehicle policy	Adopted and implemented
Delegation Framework	Adopted and implemented
Supply Chain Management Framework	Adopted and implemented
Indigent Policy	Adopted and implemented
Housing Subsidy Policy	Adopted and implemented
Human Resource Development Policy	Adopted and implemented
Code of Conduct	Adopted and implemented
Acting Policy	Adopted and implemented
Placement Policy	Adopted and implemented
Delegation Policy	Adopted and implemented
Workplace Skills Plan	Adopted and implemented
Employment Equity Policy	Adopted and implemented
Financial Policies	
Budget Policy	Adopted and implemented
Virement Policy	Adopted and implemented
Remuneration Policy	Adopted and implemented
Re-imbursement Policy	Adopted and implemented
Travel and Subsistence	Adopted and implemented
Other	
Communication Plan	Draft in place
Property Rates policy	Adopted and implemented
Municipal By-laws	Adopted and implemented
Building works, Building Plans, completion: Policies and Procedures	Adopted and implemented
Ward Committee Establishment Policy	Adopted and implemented
HIV/AIDS and Chronic Illness Policy	Draft in place

(i) Employment Equity

The Municipality adopted an **Employment Equity Plan** on 1 July 2008. In the plan equitable representation goals and affirmative action objectives have been adhered to.

The Employment Equity Plan strives to undo the imbalances inherent in the employment profile. In terms of the implementation of the Employment Equity Plan is must be noted that Emadlangeni is moving in the right direction. This is evident as fifty (50%) percent of the total top management is made up of the designated group while non-designated group and women are twenty five (25%) percent. The middle management is one hundred (100%) percent women. Seventy five (75%) percent of the professional staff is made up of the designated group and twenty five (25%) percent is the women.

2.6.6 Skills Development and Human Resource Development Policy

The Municipality has adopted a Human Resource Development Policy and is currently being implemented.

In terms of the skills development plan the following training programmes were identified for in the 2012/13 financial year:

Table 40: Summary of training and skills development

Training and skills development intervention	Skills Priority no	Total number of staff to be trained	Estimated Cost
MFMA	3	15	R 35 000
Records Management	2	1	R 15 000
Supply Chain Management	4	11	R 0
Labour Relations Act	5	2	R 12 000
Policy Development	6	4	R 16 000
Local Economic Development	7	4	R 16 000
Civil Technician	8	1	R 15 000
Electrician	8	1	R 15 000
ABET Level 1 and 2	9	35	R 0
SDF	10	1	R 0
Computer literacy for Councillors	11	7	R 22 000
Loader operator skills	12	4	R 16 000
OHS	13	6	R 21 000
PAYDAY PAYROLL	1	5	R 15 000
Assessor/Mentor/Facilitator Program	14	10	R 20 000
Fire Fighter	15	10	R 20 000

Source: Workplace Skills Plan

The reviewed Work Place Plan has identified new training needs and a budget vote for training will be created to ensure that the municipality complies with the Skills Development Act. A copy of the plan is included in the IDP.

2.7 Good Governance

2.7.1 Communication Strategy/Plan

Emadlangeni Local Municipality has prepared a Communication Plan which is in draft and still to be adopted. Prior to this it has never had a communication strategy or unit hence the important need to develop one. The municipality has a process plan for the budget and IDP in place which forms part of the guideline of our public participation programme eg: public meetings and the Mayors road shows. We also have a suggestion / complaints box placed at reception at the municipal main offices where comments are received and the Office of the Municipal Manager responds to the comments once a week.

(i) Objectives of the Communication Plan

Popularize

The Plan should provide the framework to market the Municipality which is located within a game park**.** This would result job creation and also attract tourists who will contribute to the economic development of the area.

Mobilize

The communication plan seeks to mobilize communities, to support and participate in municipal community development programmes.

Educate

One of the objectives of our communication plan is to educate the communities about the social, economic and health issues within our municipality. Further the Plan will aim to educate people about the functions of the Emadlangeni Municipality and how they plan to address these issues through the Integrated Development Plan.

Mainstream Special Groups

The communication plan will focus on raising awareness of special groups and create structures such as Local AIDS Council, Youth Forum which will mainstream special groups and provide a platform for participation.

Oversight

The Communication Plan will ensure that the community performs their oversight function to ensure that the municipality is performing efficiently and effectively.

(ii) Challenges of Communication

The challenges of communication are identified below and the action plans contained in the Communication Plan will be developed to address them:

- Facing high technologic challenges in South Africa for developing in particular rural community usage of website could be a problem.
- Poor e- technology of a large segment of the community which inhibits them from accessing the Municipality's website so that they can be better informed of municipal issues.
- Ability to communicate with persons in the deep rural areas, although the members of the ward committees are making every effort to do so.
- Lack of an in depth understanding of municipal issues by a large section of the community which to a certain extent inhibits constructive input into the Municipality's budget, the integrated development plan and the performance management system.
- To improve the budget for communication purpose.
- Lack of proper coordinated communication processes with other local municipalities and the district municipality which is to be addressed through, inter alia, the District Coordinating Forum established in terms of the Intergovernmental Relations Framework Act, No. 13 of 2005.

- Lack of proper coordinated communication processes with National and Provincial departments which will be addressed through the Premier's Intergovernmental Forum established in terms of the Intergovernmental Relations Framework Act, No. 13 of 2005.

(iii) Stakeholder engagement

Table 41: Strategy to ensure stakeholder input

PRIORITY ISSUE	DESIRED OUTCOME	TARGET AUDIENCE OF COMMUNICATION STRATEGY	KEY MESSAGE TO BE COMMUNICATED	TOOLS
Wellbeing of farm dwellers and farm owners	To promote tolerance and wellbeing of all concerned	Farm owners, Farm dwellers, Farmers Association	Unity and tolerance among all people living in farm areas	Public Participation Programmers and Group discussions
Service delivery within traditional authorities	Improved service delivery in Amakhosi areas	Amakhosi and Izinduna	Quality service delivery in rural areas	have meetings with Amakhosi
Awareness on services offered by sector / sister departments	Informed communities on service offering of departments.	Government Departments	Community is aware what each department has to offer	Stakeholder meetings. Flagship programme and IDP Representative Forums
Contribution of private sector towards community development	corporate social responsibility / investment	private sector	Private sector need to give back to communities	Invite them to meetings
More informed communities	To have media that is sensitive to the communication needs of the community.	media	Constructive / positive reporting	Media information sharing sessions.

2.7.2 Structures for Communication

(i) Intergovernmental Relations Structures see IDP Amajuba

The following intergovernmental relations structures exist

- Mayoral Forum
- Municipal Managers Forum
- Amajuba Forum for LED established by District Municipality

(ii) Ward Committees

Ward committee elections were held in 2011. The new ward committees were launched in October 2011. The ward committees received training from Cogta on the 18 and 19 March 2012 and are now expected to commence with their duties.

2.8 Local Economic Development and job creation

2.8.1 Local Economic Development Opportunities in Emadlangeni

The purpose of this section of the report is to identify relative competitive advantages within the Emadlangeni Municipality which would serve as the catalyst for local economic development. The Emadlangeni Municipality has significant potential regarding the development of projects through opportunities despite the limitations in terms of infrastructure and the social conditions in the area. It is imperative for the municipality to upgrade their business environments to improve their competitiveness, retain jobs and improve incomes in a way that it attracts external investors. There are many opportunities for collaboration between communities and regional institutions, which need to be put in place and it is essential that the LED strategy has the potential to respond to the ever-changing competitive environment. An important factor is that outside businesses do not locate in an area simply because of available land and cheap labour. The quality of life that families working in the area will experience is the driving element to attract economic development and investment.

2.8.2 Economic Development as a Priority Issue

The importance of economic development comes from understanding the underlying state of the municipality. Emadlangeni municipality does not; at this point in time have the necessary “pull-factor” to attract large scale economic development. As such, outside business is not likely to establish in this area. It is important that smaller, internal businesses are established through entrepreneurship, while the municipality focuses on building up and extending the infrastructure network as well as providing the necessary skills development and local economic development structures in the area.

The key to stimulating and growing local economic development in Emadlangeni is to utilise the existing resources and capitalise on this by adding to the value chain of these commodities.

There are five project fields identified for the Municipality. These are:

- Organic Vegetables;
- Tourism;
- Dairy Farming;
- Coal Mining; and
- Infrastructure Development

2.8.3 LED Implementation and Action

<u>Overview of LED in Emadlangeni</u>

An LED Plan was prepared for the Municipality in July 2011. Local Economic Development is an outcome based on local initiative and driven by local stakeholders. It involves identifying and using local resources, ideas and skills to stimulate economic growth and development. The aim of LED is to create employment opportunities for local residents, alleviate poverty, and redistribute resources and opportunities to the benefit of all local residents

The aim of LED is:

- "To create robust and inclusive local economies that exploit local opportunities, address local needs and contribute to national development objectives, such as economic growth, jobs and equity";
- To eradicate poverty and create sustainable work opportunities;
- To integrate the first and second economies; and
- Creating an enabling environment, building economic capability and facilitating productive networks at the local level.

It is important to realise that LED is an ongoing process, rather than a single project or a series of steps to follow. LED encompasses all stakeholders in a local community, involved in a number of different initiatives aimed at addressing a variety of socio-economic needs in that community.

The draft LED Strategy is attached as Appendix 9. In terms of implementation the Amajuba has well established LED structures. The details of which are included in the LED Strategy. An action plan for the development of LED is reflected below and integrated into the IDP strategies and objectives:

Table 42: LED Action Plan

Programme	Activity	Action to be undertaken by Emadlangeni Municipality	Partners	Time Frame	Responsibility
Strategy 1: Develop the Agricultural Sector					
Agricultural Promotion	Promote Agricultural Activities	Facilitate the development of an Agricultural Plan which will identify opportunities for both small scale farming and commercial farmers	Department of Agriculture, Environmental Affairs and Rural Development. KWANALU	2012/13	Engineering and Community Services
		Develop a plan of action aimed at disseminating information to promote agricultural development	Internal	2012/13	Engineering and Community Services
		Facilitate presentations at Council meetings, Community meetings, ward meeting to promote agricultural development	Department of Agriculture, Environmental Affairs and Rural Development. KWANALU	2012/13 2013/14 2014/15 2015/2016	Engineering and Community Services
	Promote Environmental Awareness	Investigate environmentally sustainable agriculture eg organic farming practices.	Internal	2012/13	Engineering and Community Services
		Facilitate presentations to Farmer's Associations on environmentally	Department of Agriculture, Environmental Affairs and Rural	2012/13 2013/14 2014/15	Engineering and Community Services

		sustainable practices.	Development.	2015/16	
Provision of General Infrastructure	Support the development and maintenance of basic infrastructure	Prepare and update a CIP	District Municipality	2012/13	Engineering and Community Services
		Prioritise the maintenance and upgrading of primary routes	Internal	2012/13 2013/14 2015/16	Engineering and Community Services
		Ensure access to electricity in order to improve opportunities for agricultural development.	ESKOM	2011/12 2012/13 2013/14 2014/15 2015/16	Engineering and Community Services
		Construct facilities within hubs and satellites that will serve as a centralised fresh produce market and agricultural storage depot	Department of Agriculture, Environmental Affairs and Rural Development Department of Public Works	2013/14 2014/15	Engineering and Community Services
Promote the establishment of agriculture–specific infrastructure	Improve irrigation	Develop a plan to investigate sustainable irrigation practices and improve irrigation potential.	Department of Agriculture, Environmental Affairs and Rural Development	2012/13	Engineering and Community Services
Expansion & Diversification of Agriculture	Support the emerging farmers	Seek partnerships with established farmers to mentor emerging farmers.	Department of Agriculture, Environmental Affairs and Rural Development KWANALU	2012/13	Engineering and Community Services
	Establish Market Linkages	Determine best crops to grow within Emadlangeni Municipality	Department of Agriculture, Environmental Affairs and Rural Development	2012/13	Engineering and Community Services
		Identify potential markets for agricultural products	Department of Agriculture, Environmental Affairs and Rural Development Department of Economic Affairs and Tourism.	2013/14	Engineering and Community Services
		Prepare business plans to supply key retailers in South Africa.	Department of Economic Affairs and Tourism DBSA SEDA	2013/14	Engineering and Community Services

Strategy 2: Tourism Development					
Identify, revitalise and prioritise existing Tourism Potential	Tourism Awareness	Coordinate and develop a plan that can look broadly at: • Routes • Partners • Infrastructure • Marketing and promotion	Department of Economic Affairs and Tourism Amajuba District Municipality	2012/13	Engineering and Community Services
		Develop a plan of action aimed at disseminating information to promote tourism	Internal	2012/13	Engineering and Community Services
		Facilitate presentations to tourism associations, bed and breakfast owners, etc	Department of Economic Affairs and Tourism	2011/12 2012/13 2013/14 2014/15 2015/16	Engineering and Community Services
	Small Town Revitalisation	Compile and implement an action plan to clean up the town and ensure neatness with a primary focus on the main streets.	Internal	2012/13	Engineering and Community Services
		To facilitate the development of a shopping centre in Utrecht	Private Sector	2012/13 2013/14 2014/15	Community Services/BTO
	Marketing	Formulate a marketing and investment strategy.	DBSA SEDA	2012/13	Engineering and Community Services
		Lobby all interest groups and develop framework for marketing	Department of Economic Affairs and Tourism Amajuba District DBSA SEDA	2012/13	Engineering and Community Services
		Provide proper signage on roads especially to those areas that are tourist attractions.	Department of Transport.	2012/13	Engineering and Community Services

	Expand tourism niche	Develop business plans in order to seek tourism partners.	Department of Economic Affairs and Tourism Amajuba District DBSA SEDA	2013/14 2014/15 2015/16 2016/17	Engineering and Community Services
		Engage with tourism stakeholders in order promote tourism.	Internal	2012/13 2013/14 2014/15 2015/16 2016/17	Engineering and Community Services
		To promote game hunting	Internal	2012/13 2013/14 2014/15 2015/16 2016/17	Community Services
	"Twin cities" programme	Seek partnership with Utrecht in Holland in order to revitalise the town.	Utrecht Holland	2013/14	Council and MM
	Communication and Information	Develop a magazine/brochure in conjunction with the District	Amajuba District	2013/14	Corporate Services (Communication and IT)
		Establish and maintain a website	Amajuba District.	2012/13 2013/14 2014/15 2015/16 2016/17	Corporate Services (Communication and IT)
Strategy 3: Promotion of Capacity Building, Training, Monitoring and Support Services					
Facilitate Skills Development and Training Courses	Facilitate mentoring and training	Develop framework for identification, monitoring and evaluation of skills, particularly from local SMMEs.	Internal	2012/13	Engineering and Community Services
		Develop and submit funding applications to LG Seta for the training of artisans	LG Seta and Training Service Provider	2012/13	Community Services
		Coordinate partnerships with established organisations and investors to conduct skills audit and mentor the emerging farmers	Department of Labour Department of Agriculture, Environmental Affairs, Rural Development and Amajuba FET College	2012/13	Engineering and Community Services
Formulate and	Facilitate	Develop databases	Internal	2012/13	Corporate Services

Implement Systems for Information Dissemination.	Information dissemination	will assist to convey information to emerging entrepreneurs.			(Communication and IT)
		Design and disseminate brochures.	Internal	2013/14 2014/15 2015/16 2016/17	Corporate Services (Communication and IT)
		Convey information on notice boards within the municipality buildings	Internal	2012/13 2013/14 2014/15	Corporate Services (Communication and IT)
Small business, tourism and agricultural support	Facilitate access to business support organisations.(Technical, Financial, Labour, Technology)	Facilitate access to ICT Hub.	Amajuba District	2012/13	Engineering and Community Services
		Provide support and advice on accessing funds, preparing business plans and legislative requirements	DBSA SEDA Department of Economic Affairs and Tourism Department of Labour Amajuba District	2012/13	Engineering and Community Services
		Facilitating presentations on agricultural and tourism business development.	DBSA SEDA Department of Economic Affairs and Tourism Department of Labour Amajuba District	2012/13 2013/14 2014/15	Engineering and Community Services
Strategy 4: Promotion of Mining Activities					
Promotion of Mining	Promote new mining opportunities	Source new investors	Department of Minerals and Energy and Amajuba DM	2012/13 2013/14 2014/15 2015/16 2016/17	Engineering and Community Services
		Train small scale farmers		2013/14	Engineering and Community Services
Strategy 5: Development Infrastructure Capacity					
Infrastructure Rehabilitation	To rehabilitate investment infrastructure	To rehabilitate Balale Game Park	Department of Economic Development and Tourism	2013/14	Community Services
		To rehabilitate the information office	Internal	2013/14	Engineering and Community Services
Infrastructure Development	To develop an Industrial Park	To develop an Industrial Park	Amajuba and DTI	2013/14	Engineering and Community Services

Strategy 6: Achieving Institutional Coherence					
LED Institutionalisation	Institutionalising LED	Establishing a Development Agency	National and Provincial Treasury	2012/13	Community Services/BTO
		Budget for LED projects	DEDT and ELM	2012/13	Community Services and BTO
Strategy 7: Job Creation					
Sustainable jobs	To created sustainable jobs	To create sustainable employment through the implementation of CWP and Izandla Ziyagezana	Cogta and Department of Public Works	2012/13	Community Services

2.8.4 Community Work Programme

The Community Work Programme (CWP) is a government programme aimed at tackling poverty and unemployment. The programme provides an employment safety net by giving participants a minimum number of regular days of work, typically two days a week or eight days a month, thus providing a predictable income stream.

The CWP is designed as an employment safety net, not an employment solution for participants. The purpose is to supplement people's existing livelihood strategies by offering a basic level of income security through work. It is an ongoing programme that does not replace government's existing social grants programme but complements it.

CWP sites are being established in marginalised economic areas, both rural and urban, where unemployment is high. Unemployed and underemployed men and women qualify to apply for work. The daily rate paid at present is R63.18.
Communities are actively involved in identifying 'useful work' needed in the area. The first target is one site per municipality operating in at least two wards to reach 237 000 people by 2013/14.

The Emadlangeni Municipality intends to create 1000 jobs by 2017 through the implementation of the CWP.

2.8.5 Izandla Ziyagezana

Izandla ziyagezana programme is a Departmental of Public Works initiative aimed at poverty alleviation and job creation focusing on labour intensive methods for manual clearance of vacant provincial land.

Main Objectives

- Provide job creation opportunities to the poorest of the poor households in poor communities, with special emphasis on women and youth.
- Empower women and youth by providing basic training on site clearance and life skills.

- Provide a cost effective system of maintaining provincially owned vacant sites pending the future use or disposal.

- Instill a sense of pride and ownership in the community through keeping a safe and clean environment.

The programme provides an employment safety net by giving participants a minimum number of regular days of work, 12 days a month thus providing a predictable income stream.
Unemployed and underemployed men and women qualify to apply for work. The daily rate paid at present is R60.

The Municipality seeks to utilize the above mentioned programme is another vehicle to create jobs and reduce poverty.

2.9 Summary of Key Issues and Priority Needs per ward

WARD 1 Needs/Challenges
• The inadequate living conditions of farm workers in terms of tenure security, the need for land and access to basic infrastructure and social services s
• Poor access to clean, drinkable water as water tankers fail to deliver water
• Poor access to health facilities (the nearest clinic is in Vryheid)
• High rate of unemployment
• Inadequate sanitation facilities
• Scholars need to cross a river to get to the nearest school
• Lack of access roads
• Training and support for Cooperatives is required
• No access to electricity (they have not received solar panels)
• Technical skills for school leavers
• Local economic development and job creation
• Fencing for livestock
• Resurfacing of soccer stadiums
• Assistance with a chicken pen
• Soccer kits for local teams
• Public tent
• Tractors for ploughing
• Transport for scholars
• Community Hall in Wit Mfolozi
• RDP houses in Wit Mfolozi

WARD 2 Needs/Challenges
• Vandalizing of government facilities
• Lack of infrastructure maintenance
• Lack of access to water and electricity

• Lack of entertainment and recreational facilities
• Lack of business opportunities
• Renovations required at Utrecht Primary School
• Shortage of Hawker Stalls
• Lack of police visibility
• High unemployment rate
• Lack of participation in sports by the youth
• RDP houses not in good condition

WARD 3 Needs/Challenges
• No high school within close proximity
• Access roads need to be rehabilitated
• Street lights required
• Improve access to water
• Health facilities are too far (Utrecht)
• Tractors to assist in ploughing
• Fencing for livestock
• To promote other sport codes either than soccer
• Stadia to be resurfaced
• Water standpipe to be constructed within the community hall premises
• Electricity voltage to be increased
• Tables and chair required for the community hall
• Local economic development and job creation
• Grass to be cut in community facilities

WARD 4 Needs/Challenges
• The inadequate living conditions of farm workers in terms of tenure security, the need for land and access to basic infrastructure and social services in Groenvlei
• To rehabilitate the area where horse racing takes place
• Access to clean and drinkable water
• Access to sanitation facilities
• Fencing for livestock
• Access roads to be rehabilitated
• Access to electricity
• Assistance with seeds from D.O.A and tractors for ploughing
• Access to employment and business opportunities
• RDP Houses
• Poor access to health services (mobile clinics come only once a month)
• Creches at Reserve and D 89
• Community Halls at Doornkop and Esigayweni

• Transport for scholars travelling long distances to the nearest high schools
• Lack of employment and business opportunities
• Solar Panels
• Poor cell phone reception
• Footbridge at Incuba
• Speed humps near Sgodphola

The key priority needs of Emadlangeni Municipal area and the services that the Municipality needs to render in conjunction with other service providers are:

- Access to water, sanitation and electricity;
- LED and Job creation;
- Increased access through access roads;
- Sustainable human settlements;
- Improve access to social services
- Institutional Development;
- Skills development; and
- Poverty alleviation.

.

SECTION C: DEVELOPMENT STRATEGY

3.1 Development Strategies

The strategic framework will address the objectives and strategies of the municipality that it needs to achieve in a specific time frame to address key issues identified. The objectives and strategies of the municipality must be in line with the national and provincial guidelines as well as aligned to the Amajuba District Municipality's strategy.

3.2 National and Provincial Strategies Guidelines

3.2.1 National Spatial Development Perspective

In endeavoring to achieve the national development vision of a truly united, non-racial, non-sexist and democratic society and in giving effect to the national growth and development objectives, it is inevitable that, due to resource constraints, government will have to make hard choices regarding the allocation of resources between different localities, programmes, spheres and sectors. Policies and principles are some of the tools available to government to provide guidance and direction to those having to make these kinds of difficult decisions in such a way that they do not contradict each other.

The National Spatial Development Perspective (NSDP) describes the national spatial development vision of government and the normative principles that underpin this vision.
The vision and principles serve as a guide for meeting government's objectives of economic growth, employment creation, sustainable service delivery, poverty alleviation and the eradication of historic inequities including spatial distortions.
Government's national spatial development vision is:

South Africa will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives:

- By focusing economic growth and employment creation in areas where this is most effective and sustainable;
- Supporting restructuring where feasible to ensure greater competitiveness;
- Fostering development on the basis of local potential; and
- Ensuring that development institutions are able to provide basic needs throughout the country.

The basic principles of the NSDP underpinning this vision are:

- Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and/or economic potential in order to attract Private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this

could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.

- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

The NSDP principles should play an important role in the respective development plans of local and provincial government, namely; Integrated Development Plans (IDP) and Provincial Growth and Development Strategies (PGDS) and are intended to improve the functioning of the state principally to assist government in dealing with the challenges arising from the need to grow the economy and halving unemployment and the social transition.

3.2.2 Provincial Growth and Development Strategy

The PGDS has been developed to enhance service delivery. The PGDS was reviewed in 2011 and is being coordinated through the KZN office of the Premier. The PGDS offers a tool through which national government can direct and articulate its strategy and similarly, for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It also facilitates proper coordination between different spheres of government and aims to prevent provincial departments from acting without the inputs from local government. It enables intergovernmental alignment and guides activities of various role players and agencies (ie. Provincial Sector Departments; Parastatals; District and local municipalities).

Like the IDP process, the PGDS develops a Vision, Mission and strategies. Of key important to the Municipal IDP's, however, are Provincial Priorities. The Provincial Priorities drive the PGDS programmes, and are derived from the key developmental challenges related to economic and social needs of the province.
The PGDS goals are as follows:

- Job creation;
- Human Resources Development;
- Human and Community Development;
- Strategic Infrastructure;
- Response to climate change;
- Governance and Policy; and
- Spatial Equity

In an effort to align with the PGDS goals, Emadlangeni seeks to undertake the following activities:

Table 43: Alignment with PGDS

PGDS Goal	Municipal Response
Job creation	• Implementation of EPWP through Capital Projects • Implementation of Community Work Programme • Implementation of Izandla Ziyagezana • Developing the Agricultural Sector • Promoting SMME's • Skills Development • Promoting Mining • Infrastructure investment and development
Human Resources Development	• Facilitating the establishment of Emajuba FET College Satellite branch in Utrecht • Review and implementation of the WSP
Human and Community Development	• Constructing and maintaining access roads • Continuously supporting the Sukuma Sakhe Programme (War against poverty) • Participating in the local Community Policing Forum
Response to climate change	• Promoting solar powered energy
Governance and Policy	• Annual Policy reviews • Reviewing the Anti-Fraud and Corruption Strategy • MPAC • Implementing the WSP
Spatial Equity	• Reviewing the SDF and LUMS

3.2.3 Provincial Spatial Economic Development Strategy (PSEDS)

(i) Introduction

The PSEDS flows from the PGDS and is intended as a guide to service and achieve the goals as set out in ASGI-SA which is to halve unemployment and poverty by 2014.

Principles of development and growth underpinning the PSEDS are summarized as follow:

- Government has a constitutional obligation to provide basic services to all citizens including health, education, housing, transport, etc.
- All areas of the Province require development;
- Certain areas of the Province will drive economic growth; and
- The PSEDS intends to indicate were different types of investment should be directed in order to achieve development and/or economic growth.

The PSEDS therefore sets out to:

- Focus where government directs its investment and development initiatives;

- Capitalize on complementarities and facilitate consistent and focused decision making; and
- Bring about strategic co-ordination, interaction and alignment.

(ii) Classification of areas of economic potential

Four key sectors have been identified as drivers for economic growth in the Province:
- The agricultural sector (including agri-processing) and land reform;
- The industrial sector;
- The tourism sector; and
- The service sector

It is also noted that:
- The logistics and transport sector (inclusive of rail) in the service sector is important sub-sectors underpinning he growth in all four sectors;
- Substantial and affordable water and energy provision is crucial to the economic growth and development of the Province; and

(iii) Classification of Areas of Poverty and Need

The PSEDS identifies poverty levels and densities based on the 2001 Census information. Poverty density is a measure of the number of people within an area below the poverty level. In terms of this classification Newcastle is the third highest municipality in the Province after eThekwini and Msunduzi municipalities.

(iv) Classification of Nodes and Development Corridors

In terms of the classification of nodes provincially, Newcastle is identified as a Secondary node which is an urban centre with good existing economic development and growth potential, and that services the regional economy. This seems to be true when taking into consideration how many of the commercial services in Utrecht has been suspended / businesses have closed down.

In terms of the main categories for potential, the PSEDS identifies the following:
- Production of high value differential goods which are not strongly dependant on labour costs, and which are focused on local and global niche markets;
- Production of labour intensive, mass produce goods which are more dependent on labour costs, and affordable transport linkages (eg Agriculture and mining);
- Retail and private sector services which are large employers of skilled and semi-skilled workers in advanced economies; and
- Tourism that is dependent on tourism attraction;
- Public service and administration.

In terms of the identification of activity corridors, the N11 corridor is an existing corridor. The PSEDS does however, identify a second corridor (SC 12) that runs between the following three centres, namely Greytown, Msinga and Madadeni. The PSEDS identified that this corridor has potential in the last four categories. Emadlangeni could therefore through careful planning link in with the Madadeni side with agricultural produce.

(v) Summary of High level Cluster Priorities and Objectives

The PSEDS provides a summary of high level cluster priorities and objectives. Applicable to the Emadlangeni Municipality;

- Industry: biodiesel production; and
- Services: The planning of Utrecht to position itself for investment.

3.2.4 The Accelerated and Shared Growth Initiative for South Africa (ASGI-SA)

ASGI-SA is a project that attempts to factor in the Second Economy, particularly the youth, women and people with disabilities. ASGI-SA focus on a set of concrete economic proposals that include a range of initiatives aimed at removing obstacles to economic growth, has provided a platform for reviewing strategies for critical interventions towards sustainable development, and empowerment of the poor and mainstreaming them into the mainstream economy.

The programme goal is the creation of small enterprises and jobs in the Second Economy with focus on the creation of 1 million jobs over a period of 5 years. The programme objectives are summarized as follow:

- Increased employment and income for unemployed or underemployed poor people;
- Reduced income gaps in society;
- More productive jobs in villages and small towns to lesson migration to big city slums;
- Economic empowerment of (mainly black) poor women; and
- Address constraints that inhibit economic growth and shared benefits.

(i) Linkages to the IDP and Economic Development Strategies

With our Agricultural dominant economy, the establishment of Cooperatives, consisting of both emerging as well as commercial farmers, and represented on the AFLED Agricultural Sub-committee, would seek to achieve the objectives of ASGI-SA.

Such a Cooperative would seek to achieve amongst others the following:

- Mentor and training of emerging farmers;
- Link producers to markets;
- The provision of quality control;
- The provision of financial services (i.e procurement in bulk) and
- Financial management.

3.3 The Municipal Turnaround Strategy

On 02 December 2009, the South African Cabinet approved a comprehensive Local Government Turnaround Strategy.
The Strategy was presented to Cabinet by the Minister for Cooperative Governance and Traditional Affairs, Mr. Sicelo Shiceka. It is underpinned by two important considerations.

The first is that a *"one size fits all"* approach to municipalities is not useful or acceptable. Each municipality faces different social and economic conditions and has different performance levels and support needs. Thus a more segmented and differentiated approach was required to address the various challenges of municipalities.
Cabinet recognized that the problems in Local Government are both a result of internal factors within the direct control of municipalities as well as external factors over which municipalities do not have

much control. The internal factors relate to issues such as quality of decision-making by Councilors, quality of appointments, transparency of tender and procurement systems, and levels of financial management and accountability. The external factors relate to revenue base and income generation potential, inappropriate legislation and regulation, demographic patterns and trends, macro and micro-economic conditions, undue interference by political parties and weaknesses in national policy, oversight and Inter-Governmental Relations (IGR).

The twin over-arching aim of the Turnaround Strategy is to:
Restore the confidence of the majority of our people in our municipalities, as the primary delivery machine of the developmental state at a local level.
Re-build and improve the basic requirements for a functional, responsive, accountable, effective, and efficient developmental local government.

The five strategic objectives of the LGTAS are to:

Ensure that municipalities meet basic needs of communities. This implies that an environment is created, support provided and systems built to accelerate quality service delivery within the context of each municipality's conditions and needs;

Build clean, responsive and accountable local government. Make sure that systems and structures and procedures are developed and enforced to deal with corruption, maladministration and ensure that municipalities communicate and account more to communities;

Improve functionality, performance and professionalism in municipalities. Ensure that the core administrative and institutional systems are in place and are operational to improve performance;
Improve national and provincial policy, support and oversight to local government.; and

Strengthen partnerships between local government, communities and civil society. Ensure that communities and other development partners are mobilized to partner with municipalities in service delivery and development.

The key interventions under these five strategic objectives focus on ensuring that:
a) National Government (including state enterprises) organizes itself better in relation to Local Government;
b) Provinces improve their support and oversight responsibilities over Local Government;
c) Municipalities reflect on their own performance and identify their own tailor-made turnaround strategies;
d) All three spheres of government improve Inter-Governmental Relations (IGR) in practice;
e) Political parties promote and enhance the institutional integrity of municipalities; and
f) A social compact on Local Government is put in place where all citizens, including public officials at all levels, those in the private sector, trade unions, professional bodies and traditional leaders are guided in their actions and involvement by a common set of governance values.

Municipalities need, on an annual basis to prepare and implement their own tailor-made turnaround strategies that must be incorporated into their IDPs and budgets.

The following table shows the Emadlangeni Municipality Local Government Turn Around Strategy Priorities as resolved by council:

Table 44: Emadlangeni MTAS priorities

PRIORITY	CURRENT SITUATION	TARGET	MUNICIPAL ACTION	UNBLOCKING ACTION	HUMAN RESOURCE
Access to water and sanitation, management and maintenance	Inadequate planning with DM and poor DM communication Emadlangeni not benefiting from Zaaihoek Dam	30 September 2012 31 July 2012	To establish a District Water Forum To develop a Water Resource Plan for supply to Emadlangeni communities	DWAF to support Water Service Authority to assist	Director: Technical Services
Waste Management	Municipality does not have a licensed landfill site	July 2013	To establish a legally compliant landfill site	To engage the district and CoGTA and Department of Environmental Affairs for funds	Director: Technical Services and Community Services
Skills Development and Retention	Non- compliance with the Skills Development Act; High staff turnover	31 July 2012	1% of municipal budget to be reserved for skills development; development of a Skills Retention Plan	Funding to be made available	Corporate Services
Office Space	Some share desks	30 September 2012	To move 1 department to the town hall	Funds for renovating the town hall to be made available	Director Corporate Services
Outdated IT	Poor communication between the different municipal offices	30 September 2012	To upgrade the current IT system	Funds to be made available	Corporate Services
Asset Management	Asset register in place but needs updating. Some assets are not tagged and the asset register is incomplete. Grap 17 requires municipalities to account for infrastructure underground and provision for maintenance.	To achieve full compliance with Grap 17 by 30 July 2012.	Asset register is in place.	Require assistance from CoGTA to assist with funding since the municipality does not have enough capacity to the exercise	CFO
Credibility, and transparency of Supply Chain Management	Non-compliant database in place.	To ensure 100% compliance with SCM Policy		Provincial Treasury to assist with drafting and implementing policies.	CFO
Depleted equipment	Most of the equipment used by the technical	30 June 2013	To replace old equipment.	Budget for new equipment	Finance/Community Services/Technical

	services department is too old and needs to be replaced				Services
MIG Expenditure	Under-spending on MIG; monies returned to Treasury as a result. Assistance required with fast-tracking of expenditure.	30 June 2013	Staff to be trained in SCM and Financial management (above)	COGTA to liaise with National Treasury and National Dept of Co-operative Governance for retention and rollover of funds	COGTA National Treasury National Dept of Co-operative Governance Director: Corporate Services

A resolution was taken by Council to have an MTAS progress report as a standing item in all scheduled council meetings. This ensures that Council is kept abreast of the progress and also to assist in terms of identifying challenges in achieving the set objectives.

3.4 Local Government Outcome 9

In January 2010, the national Cabinet *Lekgotla* approved an Outcomes Based Approach to service delivery; adopted twelve outcome areas, and for each outcome, a draft series of strategic outputs and measures. The President expects that the outputs for each of these outcomes should cover the period 2010-2014.

Outcome 9 commits the Minister of Cooperative Governance and Traditional Affairs to develop a local government system which is efficient, effective, responsive and accountable. This outcome forms the basis of the CoGTA Minister's performance agreement (PA) which is to be cascaded through local government MECs and Mayors as well as the signing of performance agreements within CoGTA between the CoGTA Minister and the Directors-General of both Cooperative Governance and Traditional Affairs departments. It is envisaged that the same process will also be replicated in the provinces between local government MECs and the provincial heads of departments and in local government between mayors and municipal managers.

OUTCOMES, OUTPUTS AND PROGRAMMES

The Ministry for CoGTA has developed 7 outputs as they have been agreed upon between the Minister and President. These are:

• Implementation of the differentiated approach to municipal financing, planning and support;

• Improving access to basic services;

• Implementation of the Community Work Programme;

• Action supportive to human settlement outcomes;

· Deepen democracy through a refined ward committee model;

• Administrative and financial capability; and

• Single window of coordination.

The Minister's performance agreement commits her to achieve the following:

• The delivery of basic services which include water, sanitation, electricity and waste management;

• Creation of 4, 5 million job opportunities by 2014 through the Community Work Programme;

• Transformation of administrative and financial systems of local government, which includes supply chain management;

• The filling of six critical senior municipal posts, namely municipal manager, chief financial officer, regional town planner, municipal engineer, corporate services manager and the communications manager as the basic minimum for every municipality;

• That all municipalities in the country achieve clean audits by 2014; and

• Building municipal capacity to enable municipalities to collect 90% of their revenues.

The municipality has undertaken to align itself with Outcome 9 by doing the following:

Table 45: Alignment with Outcome 9

Output	Municipal Response
Improving access to basic services	• Reviewing the Indigent Register to ensure that even the poor have access to at least the basic level of services. • Implementation of the Municipal Capital Programme
Deepen democracy through a refined ward committee model	• Ward Committees have been trained and they receive a monthly stipend to motivate them in terms of promoting public participation in municipal affairs.
Implementation of the differentiated approach to municipal financing, planning and support	• Emadlangeni Municipality received a Clean Audit Opinion in 2011 through its compliance with financial legislation and policies and plans to maintain the status quo. • Functional Municipal Public Accounts Committee and Audit Committee
Action supportive to human settlement outcomes	• The municipality constructs and maintains access roads to improve accessibility. • The municipality provides electricity for households in Ward 2 • Facilitating the provision of solar panels and geysers

3.5 Cop 17

COP17/CMP7 was a United Nations meeting between more than 190 countries from all over the world to find a solution to the global threat of human-made climate change

The aim is to stop the amount of carbon dioxide and other greenhouse gases in the atmosphere getting to a level which would cause dangerous changes to the world's climate system.

WHY IS IT CALLED COP17/CMP7?

This is the 17th meeting of the "Conference of the Parties" (COP) of the international treaty known as the United Nations Framework Convention on Climate Change (UNFCCC). The first COP was held in Berlin, Germany in 1995 and there has been a meeting every year since then in many cities around the world. The second part of the meeting is known as CMP 7 because it is the 7th meeting of countries which have agreed to the Kyoto Protocol.

Summit resolutions

Resolution 1 - Institutional capacity
The summit resolved to invite all interested and affected parties to pay special attention to the need for building and strengthening institutional capacity and synergies between related instruments at the provincial and national level in order to address the linkages between climate change and governance. Creation of a Provincial Climate Change Council.

Resolution 2 - Education and public awareness
All KwaZulu-Natal (KZN) stakeholders shall cooperate in and promote, develop and exchange of educational and public awareness material on climate change and its effects.
Furthermore KZN stakeholders shall promote the development and implementation of education and training programmes, including the strengthening of academic institutions and the exchange or secondment of personnel to train experts in this field. Lastly we shall encourage the widest participation in this process, in order to ensure broader awareness among communities.
Adequate funding shall be sourced to promote appropriate research to inform evidence based planning.

Resolution 3 - Policy and Strategy
The summit recognised the ecological, social and economic vulnerability of KZN communities to the impact of climate change and in particular of sea level rise, heavy storms, snow, diseases, etc

Resolution 4 - Infrastructure Service Delivery
All KZN stakeholders shall take climate change considerations into account, to the extent feasible, in their relevant social, economic and environmental policies and actions, and employ appropriate methods, for example impact assessments- formulated and determined nationally - with a view to minimising adverse effects on the economy, on

public health and on the quality of the environment, of projects or measures undertaken by them to mitigate or adapt to climate change.

Resolution 5.A - Land use and Planning (Settlement Planning)
The Summit resolved that KwaZulu-Natal stakeholders particularly amakhosi and municipalities must cooperate in preparing integrated spatial plans for the protection, development, and rehabilitation of land, settlements and towns.

Resolution 5.B - (Building Methods)
KZN stakeholders resolved to formulate, implement, publish and regularly update provincial programmes containing measures to mitigate climate change by promoting sustainable building methods.

Resolution 5.C - (Greening of council operations and systems)
Promote and cooperate in the development, application and diffusion, including transfer of technologies, practices and processes that control, reduce or prevent anthropogenic emissions of greenhouse gases.

Resolution 6.A - Natural Resources (Air Quality)
The summit resolved to encourage all interested and affected bodies to undertake, where possible, studies on the importance of carbon storage and sequestration in mitigating the impacts of climate change.

Resolution 6.B - Natural Resources (Ecosystems)
The summit recognised that climate change may substantially affect the ecological character of wetlands and their sustainable use. Furthermore, the summit endorsed the potentially important role of wetlands in adapting to and in mitigating climate change.

Resolution 7 - Disaster Management
The summit agreed to the need to improve and apply more widely techniques and methodologies for assessing the potential adverse effects of climate change on settlement, and, implement appropriate measures for prevention, mitigation and adaptation as part of reducing community risks and vulnerabilities, as well as assisting areas that are particularly vulnerable to those effects.

Resolution 8 - Green Economy
The summit resolved to redefine our KZN competitive advantage and structurally transform the economy by shifting from energy intensive to a climate-friendly path as part of a pro-growth, pro-development and pro-jobs strategy.

Resolution 9 - Rural Development
All KZN stakeholders, taking into account their common but differentiated responsibilities, agreed to promote sustainable rural land management through conservation and resource enhancement.

In an effort to align with the priorities, Emadlangeni Municipality has undertaken to do the following:

Table 46: Alignment with COP 17

Resolution	Municipal Response
Natural Resources	• Emadlangeni through the SDF has identified 3 major wetlands and has deemed them "no go areas" any for development
Building Methods	• The municipality is promoting the installation of solar powered electricity as a measure of reducing carbon fiber in the ozone layer
Land use and Planning (Settlement Planning)	• The municipality is currently reviewing its SDF and LUMS to ensure with other spheres of government and to promote land use management and adequate settlement planning
Infrastructure Service Delivery	• All capital projects undergo the EIA process
Education and public awareness	• Community Tourism Organization to which the municipality is affiliated conducted an environmental awareness campaign for schools around Utrecht on World Wetlands Day

As a municipality, Emadalngeni is promoting the installations of solar powered electricity as a measure of reducing the amount of carbon fiber in the ozone layer

Cabinet Lekgotla

The following are priorities were identified by at the Cabinet Lekgotla and determined by cabinet as the government's programme of action:

* Creating decent work and economic growth
* Education
* Health
* Rural development/food security and land reform
* Fight against crime and corruption

These priorities have been analysed and grouped into twelve outcomes that are the basis of the programme of action of government, aligned at both the provincial and national levels. The provincial government has adopted an integrated coordinated approach to service delivery. Departments working in silos are a thing of the past.

The outcomes are as determined at national government level are as follows:
* Quality basic education
* A long and healthy life for all South Africans
* All people in South Africa are safe
* Decent employment through inclusive economic growth
* Skilled and capable workforce to support an inclusive growth path
* An efficient, competitive and responsive economic infrastructure network

* Vibrant, equitable, sustainable rural communities contributing towards food security for all
* Sustainable human settlements and improved quality of household life
* Responsive, accountable, effective and efficient local government system
* Protect and enhance our environmental assets and natural resources
* Create a better South Africa, a better Africa and a better world
* An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship

Each Municipality has to; within their budgets align their programmes and projects to the priorities.

In an effort to align with the priorities, Emadlangeni Municipality has undertaken to do the following:

Table 47: Alignment with Cabinet Lekgotla priorities

Priority	Municipal Response
Creating decent work and economic growth	• Implementing EPWP through Capital Projects • Implementation of the Community Work Programme • Implementation of Izandla Ziyagezana Programme • Skills Development • Promoting mining activities • SMME development
Education	• Facilitated the establishment of a satellite branch of the Emajuba FET College in Utrecht • Capacity Building for Municipal employees
Health	• HIV/AIDS awareness campaigns
Rural Development, food security and land reform	• Construction of rural roads
Fight against crime and corruption	• Being part of the Community Policing Forum • Reviewing the Anti-Fraud and Corruption Strategy • Functional Municipal Public Accounts Committee and Audit Committee

3.3 Vision, Mission and Objectives for the Municipality

3.3.1 Introduction

The vision of the municipality was reviewed in the 2012/17 IDP review and reads as follow:

"Emadlangeni Municipality will provide social and economic up-liftment on a continuously improving basis".

3.3.2 Municipal Vision, Mission and Values

The mission statement as developed in the IDP Steering Committee meeting on the 06 March 2012 reads as follows:

We will actively promote opportunities in:
Tourism Development;
Game Farming;
Agriculture;
Local Economic Development;
Job Creation;
Skills Development;
Mining; and
Infrastructure Development

3.3.3. Objectives for the Municipality

The objectives for the Emadlangeni Municipality were reviewed to ensure that they are aligned to national and provincial priorities, to ensure better alignment with the SDBIP and to ensure their relevance due to changing circumstances.

In this section only the objectives and strategies in line with the powers and functions of the municipality to be implemented in 2012/13 financial year are included.

3.3.4 Development Strategies

(i) Revised KPA's

The revision processes of KPA's were in alignment with the Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to the Municipal Managers (2006). Section 26(6) of the regulations outlines 5 Key Performance Areas (KPA's) for Municipal Managers namely:

- Basic Service Delivery;
- Municipal Institutional Development and Transformation;
- Local Economic Development;
- Municipal Financial Viability and Management; and
- Good Governance and Public Participation.

The KPA's of the IDP was edited accordingly.

ii) Key Performance areas:

The KPA's for each Department and the Municipal Manager's Office is described below

Table 48: KPAs for different Departments in the Municipality

National KPA	Strategic Objective	Operational Objective/Output	Performance Measure / Indicator (Unit of Measure)	Responsible Department
Municipal Transformation and Institutional Development	Effective and efficient Human Resources Management Services	To ensure alignment of the organogram with the IDP	Annual Review of the organogram	Corporate Services
		To ensure that all critical posts are filled	Number of posts identified	Corporate Services / All
			Number of posts filled	
		To comply with the Employment Equity Act	Review of the Employment Equity Plan annually	Corporate Services/ All
			Number of people from employment equity target groups employed in the three highest levels of management.	Corporate Services/ All
			Number of people from employment equity target groups employed in the Municipality	
		To promote fair labour practices	Functional Local Labour Forum	Corporate Services/ All
			Number of LLF meetings held	Corporate Services/ All
			Providing sufficient office space for employees	
		To comply with the Skills Development Act by June 2013	% of the Municipal budget reserved for capacity building	Corporate Services/BTO
			Annual review of the WSP	Corporate Services
			Number of people trained annually	Corporate Services
		To review all municipal policies annually	Number of policies reviewed	Corporate Services/ All
			Number of workshops conducted	Corporate/ Community Services
			Increased awareness of Municipal Policies	

		To develop a Human Resource Strategy by September 2012	Date developed	Corporate Services
			% decrease in loss of institutional memory	
		To improve customer care by conforming to Batho Pele Principles	% reduction in customer complaints received	Corporate Services/ All
			Complaints register in place	Corporate Services/ All
	To implement a Performance Management System	To adopt a Performance Management System annually	Yes/No	Office of MM/ All
			Date adopted	Office of MM/ All
			Number as well as % of performance agreements signed	Office of MM/ All
		To ensure annual adoption and submission of the Annual Report	Date adopted	Office of MM/ All
			Date submitted	
	Updated IT	To upgrade the Communication Technology system by June 2014	% of municipal budget spent on ICT	Corporate Services
	Integrated development and environmental planning	To ensure that the municipality has a reliable and credible IDP annually	Compliance with section 26 of the MSA	Office of MM/ All
			Aligned to outcome 9	Office of MM/ All
			Date adopted	Office of MM/ All
		To reduce vulnerability to disasters	Annual review of the Disaster Contingency Plan	Community Services/ ALL
		To seek new sources of energy	Number of households using solar powered energy	Community Services/ ALL
Infrastructure and Services	Improved Access to Basic Services	To prepare and update the Capital Investment Plan annually	Yes/No	Engineering and Community Services
		To improve access to basic electricity by 20% by 2017	% of budget allocated to the provision of electricity	Engineering and Community Services
			% increase in access to electricity	
		To improve access to roads by 25% by 2017	% improvement to access	Engineering and Community

			Number of access roads constructed	Services/BTO
			% of the Municipal budget spent on roads	
		To promote solar energy as an alternative in the delivery of electricity	Number of households using solar powered electricity	Engineering and Community Services
		To ensure access to access to basic (or higher) refuse removal for all households in Ward 2	Number of households with access to refuse removal	Engineering and Community Services
			% of municipal budget allocated to the provision of refuse removal spent	
		To improve solid waste management in the rural areas	Number of waste management workshops conducted annually	Community Services
			Number of people trained annually	
		To reduce service delivery interruptions(electricity) per type of service (time per quarter) and no. of households affected	Reduction in number of interruptions	Engineering and Community Services
			Reduction in number of households affected	Engineering and Community Services
		To improve maintenance of infrastructure by June 2017	Km of road maintained per year	Engineering and Community Services
			Number of community facilities maintained per year	
			% of budget allocated to maintenance spent	
		To facilitate the construction and delivery of new houses	Support services provided	Engineering and Community Services
				Engineering and Community Services
			Annual review of the Housing Sector Plan	
		To provide new community facilities	Number of facilities	Engineering and Community Services
	Improved access to free basic services	To have an adopted indigent register for the Municipality by 31 July 2012	Yes/No	Community Services and BTO

		Number as well as % of households with access to free basic water	Number	Community Services and BTO
			%	
		Number as well as % of households with access to free basic sanitation	Number	Community Services and BTO
			%	
		Number as well as % of households with access to free basic electricity	Number	Community Services and BTO
			%	
		% of households earning less than R2300 per month with access to free basic services	%	Community Services and BTO
Social and Local Economic Development	Local Economic Development	To annually review and adopt an LED Strategy	Yes/No	Engineering and Community Services
			Date adopted/reviewed	Engineering and Community Services
		To annually budget for LED projects	% of the municipal budget reserved for LED	Community Services/BTO
			Number of LED projects implemented per year	
		To implement the CWP	Number of wards participating	Community Services
			Number of jobs sreated	
		To implement the Izandla Ziyagezana Programme	Number of jobs created	Community Services
		To implement the EPWP Programme	Number of jobs created	Community Services
			Number of competence certificates aquired	
		To coordinate the fight against poverty	Functional Sukuma Sakhe	Community Services
			Number of interventions identified and implemented	
		To establish a Development Agency by June 2013	Date established	Community Services
		To improve the skills base by 10% by 2012	% increase in skills base	Community Services
		To promote mining activities	Number of investors engaged	Community Services
			Number of small scale farmers	

			trained	
		To facilitate the development of a Shopping Complex by June 2015	A developed shopping centre	Community Services/BTO
			Number of investors approached	
		To reduce poverty by 5% by 2017	% reduction in poverty	Community Services
		To facilitate access to business support organisation.	Number of business support organisations on board	Community Services
			Number of SMME's benefiting	
		To develop an Agriculture Development Plan	Develop Agricultural Plan	Engineering and Community Services
		To mentor 5 emerging farmers annually	Number of emerging farmers mentored	
			Number of partnerships established farmers	
		To identify crops suitable for Emadlangeni by August 2012	Yes/No	
	Tourism Development	To rehabilitate tourism related infrastructure by June 2014	Adopted Tourism Plan	Engineering and Community Services
			Balele Game Park and Tourism Information Office rehabilitated	
			CTO support	
	To mainstream special groups	To develop and adopt an HIV/AIDS Strategy by 31 July 2012	Date adopted	Community Services
			% of municipal budget spent on HIV/AIDS	
			Number of HIV/AIDS programmes implemented	
		To implement 5 youth programmes by 2017	Number of youth programmes implemented	Community Services/BTO
			% of municipal budget reserved for youth programmes	
		To implement 5 programmes for people living with disabilities	Number of programmes implemented	Community Services/BTO
			% of municipal budget spent on programmes for people living with disabilities	
		To implement 5 women's Programmes	R value spent	Community Services/BTO

		by June 2017	% of municipal budget spent on women programmes	
Good Governance, Community Participation and Ward Committee Systems	Community awareness and participation	To review and adopt the Community Participation Strategy annually	Date adopted Number of reviews	Engineering and Community Services
		To ensure functionality of the IDP Representative Forum	Number of meetings	Office of MM
		To table ward reports and plans to council	Number of reports and plans submitted	Corporate Services
		To develop and maintain ward profiles by July 2013	Number of ward profiles developed	Corporate Services
	Functional Audit activity and Audit Committee	To ensure functional Internal Audit and Audit Committee	% increase in compliance	Office of MM
		To ensure that audit plans are developed and implemented annual	Number of audits conducted	Office of MM
Financial Viability and Financial Management	To ensure that all Municipal revenue is accounted	To improve annual collection on billings by % by 2017	% increase in collection rate	Financial Services
		To grow in revenue collected by the municipality as a % of projected revenue target	% growth in revenue collected	Financial Services
		To ensure budgeted revenue for property rates collected	% property rates collection	Financial Services
		To fully comply with the Municipal Property Rates Act	Yes/No	Financial Services
		To maintain the valuation roll	Number of objections/appeals	Financial Services
		Total revenue received from grants and subsidies	R value	Financial Services
		Grants as a % of revenue received	% of total revenue	Financial Services
	Credible Debt Management	Debtors collected as a % of money owed to the municipality	% debtors collections	Financial Services
		Debt over 90 days	% of debtors >90 days	Financial Services
		Debt recovery	% debt recovered	Financial Services

		Debt coverage ratio	Ratio	Financial Services
		Cost coverage ratio	Ratio	Financial Services
	Expenditure management	Total operating budget	R value	Financial Services
		Total budget spent	% spent	Financial Services
		Quarterly operational expenditure as a % of planned expenditure	% achieved	Financial Services
		Quarterly capital expenditure as a % of planned capital expenditure	% achieved	Financial Services
		MIG expenditure as a % of annual allocation	% achieved	Financial Services
		Total of grants and subsidies spent	% spent	Financial Services
		Municipal capital budget actually spent on capital projects identified on the IDP	% spent	Financial Services
		Percentage operating budget of total budget	%	Financial Services
		Total Salaries and Wages budget (including benefits)	R value	Financial Services
		Percentage own revenue contribution to total budget	%	Financial Services
		Payment of creditors	Number of days	Financial Services
		Debt service payments	R value	Financial Services
		Actual vs. Budget	% variance	Financial Services
	Compliance with all financial management requirements	Compliance with MFMA requirements	% compliance	Financial Service/ All
		Compliance with GRAP	% compliance	Financial Service
		Audit Opinion	Opinion	Financial Services
		SCM performance reporting	Date	Financial Services
		Updated and credible Asset Register	Yes/No	Financial Services
		Compliance with SCM Regulations	% compliance	Financial Service/ All

		Submission of Annual Financial Statements	Date submitted	Financial Services
		Submission of Annual Report	Date submitted	Financial Services
		Updated and credible Indigent Policy	Yes/No	Financial/ Engineering Services
	Reduction of fraud and corruption	Functional Supply Chain Management system	% reduction in queries	Financial Services
		Anti-corruption strategy implemented by target date	Date implemented	Financial Services
			% increase in awareness within the municipality	Financial Services
		To ensure functional MPAC	Number of meetings held	Financial Management/Office of the MM
			Number of reports to Council	
Spatial and Environmental Management	Appropriate and effective use of land	To review and adopt Spatial Development Framework annually	Yes/No	Technical Services
		To review and adopt the Land Use Management System annually	Yes/No	Community Services
	Environmental management	To review and adopt the Environmental Management Plan	Yes/No	Community Services
		To have 5 Clean-up campaigns by 2017	Number of campaigns	Technical Services

(iii) Focus Areas re KPA's

The focus of Emadlangeni Municipality on delivering on the Key Performance Areas is aligned with the Amajuba Districts focus areas. The reasoning being that linking on the District's strategies and the implementation thereof makes delivery accomplishable when taking into consideration the limited income base and resources of the Municipality. These include:

- Basic Service Delivery
    - Water
    - Sanitation in rural areas
    - Access roads to rural areas
- Municipal Institutional Development and Transformation;
    - Employment Equity

  - Policy Development and Implementation
  - Capacity Building
  - Organizational Development
  - Labour relations
- Local Economic Development;
  - Black economic Empowerment
  - Job Creation
  - Youth Empowerment
  - Women Empowerment
  - Indigent Households
- Municipal Financial Viability and Management; and
  - Financial Management
  - Revenue Enhancement
  - Internal Control
  - Budgeting
  - Operational Cost reduction
  - Supply Chain Management
  - Internal Auditing
  - Asset and Liability Management
- Good Governance and Public Participation.
  - Communication
  - Access to Information
  - Intergovernmental relations
  - Legislative Compliance
  - Organizational Development
  - IDP and Budget
  - Performance Management

SECTION D: HIGH LEVEL SPATIAL DEVELOPMENT FRAMEWORK

4.1 Introduction

4.1.1 Background

The Emadlangeni Spatial Development Framework (SDF) is currently under review and will be included as part of the final IDP in June 2012.

4.1.2 Purpose

The purpose of a SDF is to provide general direction to guide decision-making and action over a multi-year period aiming at the creation of integrated and habitable cities, towns and residential areas.

The purpose of a SDF is to create a strategic framework for the formulation of an appropriate land-use management system, thereby:

- informing the decisions of development tribunals, housing departments and relevant development committees; and
- creating a framework of investment confidence that facilitates both public and private sector investment.

4.1.3 Legislative Requirements

There are two pieces of legislation that govern the formulation of Spatial Development Frameworks, namely:

- The Municipal Systems Act, Sections 26 and 35; and
- The Municipal Planning and Performance Management Regulations, Chapter 2 and Sections 3 and 4.

4.2 Settlement Hierarchy

4.2.1 Background

The settlement hierarchy of Emadlangeni was guided by the RSS model developed by the previous Town Planning Commission.

Investment in capital projects should follow the settlement hierarchy as well as the LED projects as integrated in the District's SDF. Agriculture and mining remains the focus areas for Emadlangeni municipality.

The detailed Spatial Development Framework is attached.

4.2.2 The Rural Service System Model

The Rural Service Model (RSS) was developed by the Town Planning Commission and the aims of the model are to:

(i) Encourage service providers to work towards the goal of alleviating poverty through:

- Planned and integrated service delivery;
- The linking of departmental budgets/finances and the promotion of integrated delivery;
- Increasing community access to services and the reduction of service costs;
- Changing the way public service agencies operate; the adaptation of services to meet local social and economic needs; and the establishment of a model for rural service delivery which is replicable.

(ii) Co-ordinate the time and place where services are delivered/ provided through:

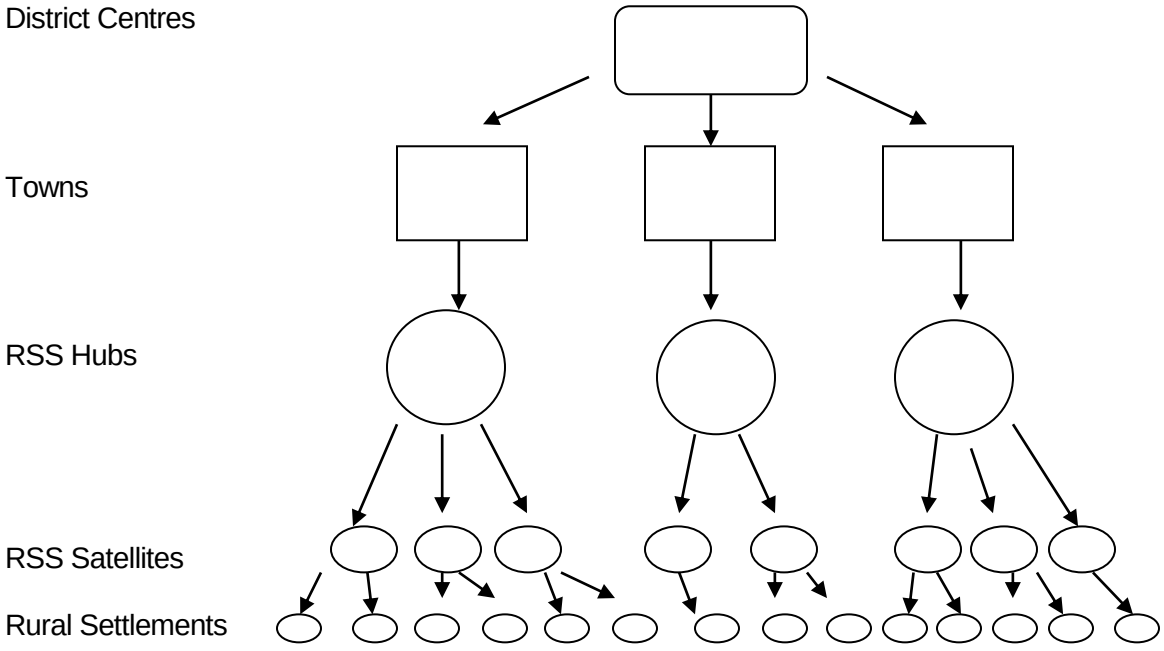
- Reducing the cost of service delivery through the sharing of infrastructure and resources; and
- Improving convenience to communities by offering a number of services at one point, and at one time.

(iii) Creating economic opportunities at service delivery points through;

- Locating population around investment points to stimulate market activity;
- Stimulating investment opportunities around service points; and
- Creating opportunities for greater diversification of economic opportunities.

Figure 12: The RSS-Spatial Hierarchy

The Rural Service Systems (2003) – Spatial Hierarchy



4.2.3 The Emadlangeni Settlement Hierarchy

The settlement hierarchy of Emadlangeni Municipality is based on Rural Service System (RSS) as follows:

Table 49: Utrecht settlement hierarchy

Settlement hierarchy	Area
Town	Utrecht (urban)
Service Hub or secondary node	Groenvlei
Service Satellite	Amantungwa Trust; and Kingsley.
Service sub-satellite	Nzima; Mabaso; and BlueMountain.
Other settlements	Portion 9(of 6) of the farm Groothoek Number 152 has been identified as a node for development.

4.3 Location of Future Settlement

4.3.1 Housing Delivery

The current low cost housing projects in progress are:

- 589 units at Groedehoop is in conditional approval stage
- 31 new units to be built and the 60 existing units to be renovated at Khayalethu and transferred to the current occupants.

The main focus of Emadlangeni Municipality is to delivery 589 low cost houses in Groedehoop. An additional 31 new units and the 60 existing units at Khayalethu village is at a planning stage as a low cost housing project.

This plan has been integrated into the Emadlangeni Municipality's Spatial Development Framework (SDF) and the projects identified have been incorporated into the project tables.

4.3.2 Integration of Urban Areas

There is a natural integration of urban areas as the previously so called white area is already 60% integrated (change of ownership – private market).

It must be noted that Utrecht never had a R293 township.

4.3.3 The Urban Edge

The urban edge of Emadlangeni Municipality is defined as:

- The Boundary of the former Utrecht TLS;

- The Boundary of the proclaimed Groenvlei Township;
- The Boundary of the Kinglsey land reform project;
- The Boundaries of the Amantungwa land reform project;

The LUMS will be reviewed and the urban edges zoned accordingly.

4.4 Key Intervention Areas

4.4.1 Environmentally Sensitive areas

(i) Wetlands

Four wetland of key importance have been identified within the Amajuba DM area of jurisdiction. Three of the wetlands fall in Emadlangeni Municipality's area. These wetlands require conservation as they form an integral part of the catchment of the major river systems in the district.

The four wetlands are:

- Boschoffsvlei
- Groenvlei
- Padavlei
- Blood River vlei

Any impacts of any future development up-stream or adjacent to these wetlands must be considered prior to its approval

(ii) Special Environmental Management Areas in Emadlangeni

The northern "highland" areas of the Belelesberg have been identified as a Special Environmental Management Area due to its biodiversity value. Both the KZN Wildlife 'Systematic Conservation Plan for KZN' and the Enkangla Grassland Trust's 'Enkangala Systematic Conservation Plan' have identified large portions of the area above 1700m north-east through to north-west (as far as Wakkerstroom) of Emadlangeni as being 'irreplaceable' or of very high national and provincial conservation value.

The highlands also from the catchment areas for the Buffalo, Blood, Slang, Pongola and Bivane Rivers and catchment management is therefore of the utmost importance to the economy of South Africa. Land uses (such as afforestation and overgrazing) that reduce water production should not be permitted within this area.

Mountainous Area Development Plan

Any development in the mountainous area will be informed by this Plan and will form the guide for the approval of land use applications. The Plan will be integrated and formalized in the Emadlangeni reviewed LUMS.

(iii) Mine Rehabilitation

In terms of Section 38 of the Minerals Act, 1991, the rehabilitation of the surface of land concerned in any mining operation is to be carried out by the holder of the mining permit/ authorization.

This is to be carried out in accordance with an approved Environmental Management Plan, to the satisfaction of the Director: Mineral Development.

Mines that have been identified as key intervention areas are those which have closed and are in need of rehabilitation. The following are relevant:

- Welgedacht Colliery
- Belgray (Leo Mining)

(iv) Land Reform Projects

The Kingsley settlement is a land reform project within the municipality's area of jurisdiction. The formalization of the settlement is being undertaken in terms of the Development Facilitation Act and submission of the application will be in the first half of 2009.

The outcome of the Area Based Plan as undertaken by the Department of Local Government and Traditional Affairs is awaited and the implementation of the plan will be incorporated into the SDF of Emadlangeni.

(v) Poverty relief areas

The Service Satellites and the Service Sub-satellites have been identified as Poverty Relief Areas. Key areas of intervention include:

- Provision of infrastructure and Social Services;
- Support for LED (especially small scale agriculture and SMME's) and;
- Giving priority in terms of development projects.

4.5 The Spatial Development Framework

The Spatial Framework for the Emadlangeni Municipality is to a large extent a result of decisions taken on various levels by a variety of role-players.

4.5.1 Settlement Hierarchy

By identifying a settlement hierarchy in the IDP and the Spatial Framework, which directly influences the capital investment in the municipality over a five year period, urban sprawl is discouraged and integrated settlements are encouraged. The service levels as set out in Annexure B need to be applied to Emadlangeni and inform the development of infrastructure.

4.5.2 Delineation of the Urban Edge

The delineation of the urban again discourages urban sprawl and leads to greater compaction and integration. These both impact positively on the natural environment.

4.5.3 Land Reform

The locality of satellites and sub-satellites have been determined by the land-reform processes and not by spatial or environmental planning and may thus not be located in the most "environmentally suitable" areas. For example:

- The Groenvlei settlement is located in close proximity to a major wetland;
- The Amantungwa settlement is located in close proximity to the Boschoffsvlei; and
- The Mabaso community is located in a mist belt grassland area, an area of high erodability, along the headwaters of the Bivane river.

Settlement of these areas, along with future expansions, need to be governed by thorough Environmental Scoping Reports as well as Environmental Impact Assessments (EIA's) where necessary.

According to Korsman and van Wyk (2003, p 37), it is forseen that only 40% of the people who settle in these satellite and sub-satellites would come from outside of Emadlangeni. The remaining 60% will be from farms within the district and it is therefore anticipated that this process will take some time. This will have a direct impact on the provision of infrastructure.

4.5.4 Conservation

Due to the decline of the mining sector in the municipality, local economic development within the municipality has been forced to re-focus. The municipality has embarked upon an ambitious initiative whereby Emadlangeni is being marketed and developed as "A Town within a Game Park". This initiative will have a positive impact on the environment.

4.5.6 Land Use Management System

Emadlangeni Municipality prepared (2007) and submitted the Land Use Management System (LUMS) in terms of Chapter 5 and Section 26(e) of the Municipal Systems Act (32 of 2000) to the then Department Local Government and Traditional Affairs. Correspondence was received from the Department in January 2009 and the document will be edited accordingly.

The main areas of focus in the reviewing of the LUMS were:

- Consolidation of supporting documents such as appendices, application forms and criteria for the consideration of development applications into one single document and bound separately as a parallel to the statutory scheme;
- Preparation of a single scheme for the whole Municipal area must be prepared and adopted. The urban and rural parts require consolidation to include a single set of definitions that encompasses both urban and rural. This will rule out inconsistency and omissions;
- A shift from the past control orientated approach to managing use and development of land should be encompassed into the scheme definitions and zoning. Reference is made to the Provincial Planning and Development Commission's LUMS research.
- The rural dimension requires improvement resulting in coherence and consistency between the urban and rural components.

SECTION E: SECTOR INVOLVEMENT

5 Sector Involvement

5.1 Introduction

The data in this section is a summary of the information received from Departments as well as information obtained off the respective Departmental websites. Where projects have not been listed, this is due to **non-submittal** by departments.

5.2 The Department of Transport

5.2.1 Departmental Vision

The KwaZulu-Natal Department of Transport's vision is:

"PROSPERITY THROUGH MOBILITY"

This means that all activities of the Department and the manner in which the Department delivers services to communities will increase the wealth and quality of life to all citizens of the province.

5.2.2 Mission

"We will provide the public with a safe, integrated, regulated, affordable and accessible transportation system, and ensure that, in delivering on our mandate, we meet the developmental needs of our province."

AND

We will promote transparent and accountable government, plan in accordance with the needs of our customers, and ensure effective, efficient and transparent delivery of services through the appropriate involvement of the public and through regular and accurate reporting."

5.2.3 Strategic Goals

The strategic objectives of the department are as follows:

- Improving and ensuring road and public transport safety;
- Developing the people, the economy and the infrastructure of KwaZulu-Natal;
- Institutionalising public participation and strengthening democratic governance;
- Facilitating rural development, reducing poverty and inequality and ensuring an infrastructure balance;
- Facilitating the growth and development of the road construction industry in KwaZulu-Natal, so as to be fully representative of the demographic profile of the province; and
- Ensuring financial accountability, value based resource management and development of integrated management systems.

Table 50: List of projects for by D.O.T for 2012/13 financial year

Project Name	Project Description	Budget
Blacktop Patching	Tarring of roads	R 4, 332, 420.00
Betterment and Re-gravelling	Improving gravel roads	R 23, 892, 421.00
Causeway Construction	Constructing low level crossing bridges	R 842, 511.00
Blading	Maintenance of gravel roads	R 2, 535, 750.00

5.3 Amajuba District Municipality

5.3.1 Municipal Vision

Amajuba will be a fully developed district, with a vibrant and sustainable economy, a better quality of life, preserved within its own cultural and traditional values.

5.3.2 Mission

The Amajuba district will through good governance and management, strive to achieve its vision, within the legal framework by:

- Promoting shared and integrated service delivery
- Creating an enabling environment for economic development
- Increasing opportunities for previously disadvantaged individuals
- Facilitating access to land and social services
- Promoting development of a safe and healthy environment
- Effective planning of infrastructure and technical services

Table 51: List of projects for by Amajuba

Project Name	Location	Funding Source	Budget Allocation		
			2012/13	2013/14	2014/15
Emadlangeni Rural Water Supply Scheme Phase 1	Emadlangeni	MIG	R6 000 000	R5 000 000	R2 500 000
Emadlangeni Sanitation	Emadlangeni	MIG	R3 000 000	R7 735 000	R22 000 000
Emadlangeni Bulk Water Supply	Emadlangeni	DWA	R17 000 000	R Nil	R Nil

5.4 Department of Education

5.4.1 Departmental Vision

A well-educated, skilled and highly developed citizenry.

5.4.2 Mission

To provide equitable access to quality education for the people of KwaZulu-Natal.

Table 52: List of projects by Department of Education

Project Name	Project Description	Budget
Upgrades and Additions		
Emxhakeni Primary	• 1 laboratory • Media centre • Computer rooms • 3 offices • 3 store rooms • 1 strong room • 1 SNP kitchen • 6 girls toilets • 4 boys toiles • 4 teachers toiles • 1 toilet for the disabled	R 4 144 800
Sivanandu Primary	• 1 laboratory • 1 office • 1 store room • 1 strong room • 2 teachers toilets • 1 toilets for the disabled	R 1 795 000
ECD		
Lembe Primary	1 x 75m² Unit, ECD Toilets, play equipment and fencing	R 900 000
Esidakeni Primary	1 x 75m² Unit, ECD Toilets, play equipment and fencing	R 900 000
Ebuchinta Primary	1 x 75m² Unit, ECD Toilets, play equipment and fencing	R 900 000
Nhlazadolo Primary	1 x 75m² Unit, ECD Toilets, play equipment and fencing	R 900 000
Slagveld Primary	1 x 75m² Unit, ECD Toilets, play equipment and fencing	R 900 000
Mbathani Primary	1 x 75m² Unit, ECD Toilets, play equipment and fencing	R 900 000

5.5 Department of Health

5.5.1 Departmental Vision

Optimal health status for all persons in KwaZulu-Natal

5.5.2 Mission

To develop a sustainable, co-ordinated, integrated and comprehensive health system at all levels, based on the primary health care approach through the district health system

Table 53: List of projects by D.O.H

Project Name	Project Description	Budget
Conversion of Niemeyer Hospital	Conversion of Niemeyer from Hospital to a Community Health Center	N/A

5.6 Department of Agriculture

5.6.1 Departmental Vision

Optimum agricultural land use, sustainable food security, sound environmental management and comprehensive, integrated rural development.

5.6.2 Mission

The Department, together with its partners and communities, champion quality agricultural, environmental and conservation services and drives integrated comprehensive rural development for all the people of KwaZulu-Natal.

Table 54: List of projects by D.O.A

Project Name	Project Description	Budget
Isisekelo Soqobo (Kingsley)	Piggery – supply, deliver structure materials and erect	R 4, 150, 000.00
Uitkomst Broilers	Broilers - supply, deliver structure materials and erect	R 2, 650, 000.00
Mxhakeni	Broilers – supply, deliver structure materials and erect	R 2, 650, 000.00
Thandolwezimo Veg	Irrigation – supply deliver, deliver and install irrigation materials,	R250, 000.00
Thandolwezimo Veg	Irrigation – supply and deliver fencing materials and erect fencing	R200, 000.00
Rooipoint Dam	Irrigation – survey and repair Rooipoint Dam, building new wall and clay core on the downstream side of the wall	R 3, 000, 000.00
Thuthukani	Irrigation – supply and deliver pump house	R 500, 000.00

Breakwater	Irrigation – survey and repair of Breakwater Dam	R 1, 500, 000.00
Waaihoek	Irrigation – Survey and rehabilitation of the existing irrigation system (100ha)	R 1, 500, 000, 00
Madlangeni	Irrigation – supply and deliver irrigation materials and install irrigation system (100ha center pivot)	R 3, 000, 000, 00
Ngcaka	Irrigation - supply and deliver irrigation materials and install irrigation system (25ha center pivot)	R 1, 500, 000.00
CASP White Maize Seeds	Maize – supply and deliver maize seeds for all land reform projects (430ha)	R 600, 000.00 for all Local Municipalities (LM's)
CASP Dry Beans Seeds	Dry Beans – supply and deliver dry beans seeds for land reform projects (130ha)	R 380, 000.00 for all LM's
CASP Fertilizer	Dry Beans and Maize – supply and deliver LAN and MAP fertilizer (560ha)	R 1, 400, 000.00 for all LM's
CASP Fencing	Barbered Wire Fencing – supply and deliver fencing material, erect fencing (90km)	R 2, 800, 000.00 for all LM's
SAB Yellow Maize	Maize Seeds – supply and deliver Yellow Maize Seeds (3000ha)	R 4, 000, 000.00 for all LM's
SAB Yellow Maize Fertilizer	Maize Fertilizer – supply and deliver Yellow Maize Fertilizer (3000ha)	R 3, 000, 000.00 for all LM's
SAB Yellow Maize	Diesel – supply and deliver diesel for Yellow Maize Project	R 2, 000. 000.00 for all LM's

5.7 Department of Human Settlements

5.7.1 Departmental Vision

Enabling all people to house themselves by engaging various institutions and stakeholders in the provision of a conducive and enabling environment.

5.7.2 Mission

To effectively and efficiently manage the implementation of National and Provincial Housing Programmes in partnership with the relevant role players, by developing sustainable human settlements characterized by affordable and adequate shelter for qualifying citizens in KwaZulu-Natal.

5.7.3 Strategic Objectives

- Eradication for slums in KwaZulu-Natal by 2014;
- Strengthening governance and service delivery;
- Ensuring job creation through housing delivery;
- Accelerating housing delivery in rural areas;
- Accelerating the hostels redevelopment and upgrade programme;
- creating rental / social housing opportunities;
- Building the capacity of Housing stakeholders (especially municipalities);
- Promotion of homeownership;
- Provision of housing for vulnerable groups including those affected by HIV/ AIDS;
- Ensuring the provision of incremental housing; and
- Implementation of Financial Services Market Programme.

Table 55: List of projects for D.O.HS

Project Name	Project Description	Budget
Goedehoop Extension 2	Construction of 589 RDP houses	N/A
Khayalethu Housing Project	Renovation of 61 mining and construction of 30 new houses	N/A

5.8 Department of energy South Africa

5.8.1 Departmental Vision

Vision 2025

Improving our energy mix by having 30% of clean energy by 2025

5.8.2 Mission

To regulate and transform the sector for the provision of secure, sustainable and affordable energy.

Table 56: List of projects by the Department of Energy

Project Name	Project Description	Budget
Solar Energy	Installation of solar panels and geysers	N/A

5.9 Department of Sport and Recreation

5.9.1 Departmental Vision

United and healthy communities through sport and recreation.

5.9.2 Mission

We will maximize opportunities through the promotion, development and transformation of sport and recreation to create cohesive and sustainable communities and enhance the quality of life of the citizens of KwaZulu-Natal.

Table 56: List of Projects by Department of Sport and Recreation

Project Name	Project Description	Budget
Community Mass Participation Programme	Provision of sport equipment for disadvantaged communities	N/A
Club Development	Development of local clubs	N/A
School Sport	Developing sports at school level	N/A

5.10 Sector Plans

5.10.1 Current Status of Sector Plans

Since 2002, the Amajuba District Municipality has embarked upon the preparation of a number of sector plans in consultation with the local municipalities. With regards to the sector plans that have been finalised to date, these have been incorporated into the IDP in the following three ways:

- Projects identified through the sector plan have been included into the project tables;
- Key spatial elements have been incorporated into the Spatial Development Framework (SDF); and
- Relevant sections in the IDP, largely the sections in the Analysis Phase, have been updated with the facts and figures generated by the sector plans.

This section summarises some of the key outcomes of the sector plans that have been completed. Sector Plans that are in the process of being completed or are being reviewed are not included in this section.

5.10.2 Description of Sector Plans

(i) Local Economic Development

The LED Plan has been prepared for Emadlangeni Municipality in 2011. It is attached as an Appendix.

(ii) Environmental Management Plan

The Environmental Management Plan (EMP) was prepared by the Amajuba DM in 2003 and has been prepared in terms of the requirements of the Municipal Systems Act (2000). In effect, the EMP addresses schedules, resources and responsibilities for achieving Council's environmental objectives and targets. The plan provides the following:

- A statement on the environment;
- An identification of key areas for intervention; and
- Policies and strategies linked to a spatial plan.

The main objects of this plan are as follows:

- To provide Council with an environmental inventory which provides a basis for establishing an interlinked system of conservation reserves, good agricultural land and public spaces, and which will assist Council in the process of development management;
- To minimize harmful development tendencies which may affect the environment;
- To recommend environmental principles which will assist in the maintenance and improvement of the present urban environment; and
- To designate boundary limitations of conservation areas within the municipality so as to enhance species survival in the long term.

This plan has been integrated into the Emadlangeni Municipality's Spatial Development Framework (SDF) and the projects identified have been incorporated into the project tables. A problem with the projects identified is that they require large capital outlays and with limited municipal budgets and other competing priorities, it may take some time before these are addressed.

(iii) Waste Management Plan

The District undertook the preparation of an Integrated Waste Management Plan during the 2002/3 financial year. A *status quo* document was prepared which investigated the existing waste disposal and management practices in the three LM's as well as their potential life spans. This document investigated the potential for waste minimisation and recycling as well as the potential alternatives to the current treatment and disposal regimes. A guideline document was also prepared for municipal official as part of this process.

The plan explored the feasibility of providing a regional waste disposal site, but due to the distances between urban centres in the DM, the plan recommended that regional management of waste was not advisable and that each LM should continue with its own sites.

The plan recommended the following to the Emadlangeni Municipality:

- that site to be covered as frequently as possible to avoid wind scatter, the ideal situation is to cover after each dump. Probably more practical is to cover with soil after every week. This will reduce the visual impact of wing scatter; reduce vermin and breeding of flies on site.
- provided with adequate equipments which includes compactors for on-site services;
- that fire should be discouraged onsite as these pose a health hazard to staff and people picking form the site;

- that rain water runoff should be diverted/channelled away from or around the donga where waste is being disposed.
- that access to the site needs to be controlled (site need to be fenced);and
- that pickers need to be controlled.

(iv) Cemetery Plan

During the 2002/3 to 2004/5 financial years, the ADM prepared a cemetery plan which covered the three LM's. The plan covered five key issues/ guidelines on the establishment of cemeteries, namely:

- The identification and selection of cemetery sites;
- The design and layout of cemeteries;
- Community participation;
- Legal aspects; and
- Administrative considerations.

The cemetery plan, through community consultation and thorough analysis of geological elements, identified key 'windows of opportunity' where cemeteries could be located. The cemetery plan preparation process then, however, broke down as a number of the Amakhosi felt that they had not made significant inputs and identified potential 'windows of opportunity' in their areas. Further consultation was then undertaken and additional sites identified.

Cemetery sites identified in the Emadlangeni Municipality area are:

- Amantungwa;
- Kingsley;
- Groenvlei; and
- Nzima.

The DM is undertaking a process of 'negative mapping' whereby geologically unsuitable sites are being eliminated and the remaining sites re-prioritised. Once this process in completed, the top priority site will be developed.

(v) Public Transportation Plan

The District has completed its CPTR and is currently involved with the preparation of the PTP. The objective of the CPTR is to provide a record of public transport services, routes, facilities and infrastructure, which will form the basis for the development of the PTP and the Integrated Transport Plan (ITP) for the ADM. The CPTR and the subsequent future updates of the CPTR will also be used for performance monitoring of the public transport services provided with the ADM, as well as to provide the ADM with a management and decision making tool.

This report has been utilized to update and cross-check the corridors identified in the Amajuba SDF as well as the Emadlangeni Municipality Spatial Development Framework.

(vi) Disaster Management Plan

The ADM undertook both a Disaster Management Risk Assessment and Risk Analysis during the past financial year. These studies identified where risks for disasters are prevalent, their type and their potential magnitude. Emadlangeni has developed a Disaster Contingency Plan to reduce vulnerability to potential disasters identified in the Disaster Management Plan.

(vii) Electricity Supply Development Plan

The Electricity supply development plan funding is currently being sourced from DBSA.

(viii) Municipal Infrastructure Investment Plan

The Municipality is being assisted by the National Department of Cooperative Governance with the drafting of an Investment Plan.

(ix) Water Services Development Plan (WSDP)

The Amajuba DM is a Water Services Authority and in order to comply with the relevant legislative requirements, the Amajuba DM initiated the preparation of a WSDP in June 2002. The WSDP covered, amongst others, the following:

- The WSDP work process included an extensive assessment of all water sector aspects and was the input to the design of a viable and sustainable WSDP;
- The planning process considered several options including both technical and customer service level options;
- The WSDP addresses the delivery of basic services but proposes a solution which will increase efficiency and promote development (economy of scale and yard connections to all customers); and
- The information was collected in the prescribed format and collated in accordance with the WSDP guidelines.

The WSDP has been utilised to prioritise water provision projects and funding allocations throughout the DM and the budget has been aligned extensively with it. It must also be noted that the WSDP is currently under review.

(x) Housing plan

The Housing Plan developed and approved in 2008/09 financial year and was approved is currently under review. The document is reviewed annually to update the information and ensure its relevance.

The aim of the plan is to identify the housing backlog so as to determine the housing needs in the Utrecht area as well as identifying land availability in rural and urban areas for low cost housing.

This plan has been integrated into the Emadlangeni Municipality's Spatial Development Framework (SDF) and the projects identified have been incorporated into the project tables.

(xi) Tourism Plan

The Tourism Plan for the DM was prepared during the 2003/4 financial year and was prepared so as to put the district on a competitive edge in terms of its tourism attractions. The plan seeks to further develop the vision, strategies and objectives, formulated as part of previous planning initiatives for the region, into a reality through the creation of facilities and the marketing of draw card attractions and activities in the district. The plan:

- Identifies shortfalls in the development of tourism in the DM;
- Addresses unrealized tourism potential;
- Motivates effective marketing and promotion;
- Develops a facilities database;
- Identifies sources of funding for tourism initiatives; and
- Identifies specific projects with cost estimates to feed into future business plans to support project implementation.

The plan is currently undergoing the review process and the new plan will be included in the final IDP.

(xii) The Agricultural Plan

In 2005 the Amajuba District Municipality has developed an Agricultural Sector Plan with its vision being to provide information to existing and future agricultural developers to assist with decision making on crops, markets, and investments, etc thereby ensuring planned and successful enterprises.

The Mission of the plan is to guide all LM's in the DM area and other stakeholders, on the development of the agricultural sector, ensuring well planned and successful enterprises that will not have a negative impact on the natural environment and other land users (industries, residential, mining), in order to provide long term economic upliftment, especially for the previously disadvantaged groups and economic sustainability for all the existing agricultural related enterprises.

The plan developed number of objectives to address the problems and challenges within Amajuba Agriculture with reference to:

- Agricultural development strategies,
- Identification of viable agricultural enterprises in terms of available bio-resources;
- Project identification of potentially viable projects;
- Simplified economic feasibility analysis of selected potential enterprises;
- Identification of the beneficiaries, funders, stakeholders, etc.
- 10 year development programme; and
- Capital and cash-flow requirements.

SECTION F: IMPLEMENTATION PLAN

The following table reflects the capital projects to be implemented by the municipality in the next 3 years using MIG.

Table 57: Implementation Plan

Capital Projects				
	Ward	**Indicative Budget 2012/13**	**Indicative Budget 2013/14**	**Indicative Budget 2014/15**
Pension Point Market Stalls	2	1 070 000.00		
Ndlamlenze Creche	1			550 100.00
Balgray Access Roads Rehabilitation	2	1 500 000.00		
Wit Mfolosi Roads Rehabilitation	1		4 275 000.00	
Berrouw Roads Rehabilitation	**3**		11 850 000.00	
Ehlanzeni AccessGravel Road Rehabilitation	1		4 500 000.00	
Hoogenoeg Gravel Road Rehabilitation	3	4 026 000.00		
Khayalethu/North Hill Gravel Road Rehabilitation	2			6 225 000.00
Groenvlei Road Rehabilitation	4	4 125 000.00		
Fencing Utrecht			4 421 250.00	
Mlwane Gravel Road Rehabilitation	1			3 375 000.00
Mgundeni Link Access Road Rehabilitation	1			3 375 000.00
Rondavel Access Gravel Road Rehabilitation	3			2 225 000.00
Sithole Link Gravel Road			4 800 000.00	
Kwa-Thuthuka Gravel Rehabilitation	1			3 375 000.00
Kwamalambana (Nhlazadolo) Gravel Road Rehabilitation	1			3 375 000.00
Esitelenga Gravel Road Rehabilitation	3			4 800 000.00
Slagveld Gravel Road Rehabilitation	1			825 000.00

Enzimane Gravel Road Rehabilitation	1			900 000.00
Kwantaba & Ehashini Gravel Access Roads Rehabilitation	1	4 984 400.00		
Isihlahla Road Extension Rehabilitation				450 000.00
Lenz Link Gravel Road				3 375 000.00
Vaalbank 1 & 2 Gravel Roads			18 975 000.00	
Kwa-Makhoba Gravel Road Rehabilitation	1			1 875 000.00
Ezingodweni Gravel Road Rehabilitation	1		3 900 000.00	
Kwa-Ntaba and Ekhashini Gravel Access Road Rehabilitation	1			
Mtholweni access road construction	4			N/A
Dorethea (Mandla kaZulu) bridge construction	1			N/A
Engodini Access Road Construction	4			N/A
Upgrading of Victoria Country Club Swimming Pool	2			
Roads Master Plan			600 000.00	
Upgrading the Landfill Site	2		N/A	
Phokweni Access Road Rehabilitation	4			N/A
Emanantshini Access Road Rehabilitation	3			N/A
High Mast Lights in White City and Bensdorp	2			N/A
Selandlovu access road and bridge	1			N/A
Smith Street Rehabilitation	2			N/A
Magidela Access Road and bridge	1			N/A
Total		**R10 461 000.00**	**R11 035 000.00**	**R11 673 000.00**

SECTION G: PROJECTS

7.1 Introduction

Section G of the IDP deals with projects and focuses on projects planned for implementation during the 2012/13 financial year

7.2 Project Prioritization Model

The Emadlangeni Municipality adopted the Amajuba project prioritization model developed by Amajuba District Municipality.

The model is summarized as follows:

- Project Prioritization is required in order to guide project implementation and the allocation of funding to each project.
- The project prioritization model is applied to projects and programmes funded from the municipality's own funding.
- Projects funded by external service providers (eg. Departments) do not require prioritization by the Municipality for funding and implementation.

Table 58: Project Prioritization Model

Criteria	Description	Score 1= Yes 0=No
Legal Requirements	Is the project legally required by legislation with grant funding and guidelines available? Ensure the project is not an unfunded mandate.	
Contractually committed	Has the project already commenced and were appointments done to date?	
Safety / Basic Needs	Will the postponement of the project create a safety risk to the community and is the project addressing a basic need?	
Maintenance cost	Will the maintenance cost for the project be affordable in the future?	
Total Score		

Source: Amajuba IDP

A high score will indicate a high priority for implementation.

7.3 2012/13 IDP Projects

The following table is a summary of the projects planned by the municipality for implementation during the 2012/13 financial year.

Table 59: One Year Detailed Operational Plan

	Capital Projects		
IDP No		**Ward**	**Indicative Budget 2012/13**
	Pension Point Market Stalls	2	1 070 000.00
	Balgray Access Roads Rehabilitation	2	1 500 000.00
	Hoogenoeg Gravel Road Rehabilitation	3	4 026 000.00
	Kwantaba & Ehhashini Access Gravel Road Rehabilitation	1	4 984 400.00
	Groenvlei Gravel Roads Rehabilitation	4	4 125 000.00

SECTION H: FINANCIAL PLAN AND SDBIP

8.1 Financial Plan

8.1.1 Introduction and Background

Financial Management is the cornerstone of any organization. Controls and policies must be in place to achieve sound financial management. In meeting the demands of sustainable financial viability and service delivery expectations, it is necessary that a comprehensive integrated approach towards financial sustainability be developed.

The Municipality has recognized that to be successful the IDP must be linked to a workable financial plan, which includes a multiyear budget.

The financial plan is set out as follows:

- Legislative requirements
- Risks and challenges in Financial Management
- Financial Framework
- Financial strategies
- Multiyear budgets

8.1.2 Legislative Framework

The financial affairs of the municipality are governed by the following legislation:

- Division of Revenue Act
- Public Finance Management Act
- Municipal Finance Management Act
- Treasury Regulations

8.1.3 Risks and Challenges in Financial Management

The key financial risks and challengeswhich need to mitigated against are outlined below:

- The continued growth in outstanding debtors;
- Deteriorating collection rate;
- Decrease of collection of service charges;
- Limited maintenance and renewal of infrastructure assets due to resource constraints;
- Administration of agency functions with limited budget allocation;
- Inadequate utilization of tourism facilities and opportunities resulting in revenue losses;
- The need for efficient and effective service delivery; and
- The need to ensure legal compliance through all procedures and programmes.

8.1.4 Financial Framework

a) Revenue Generation

It is essential that the Municipality has access to adequate sources of revenue, from both its own operations and intergovernmental transfers, to enable it to carry out its functions effectively. It is

further necessary that there is a reasonable degree of certainty with regard to the source, amount and timing of its revenue

b) Sustainability

Essentially the Emadlangeni Municipality's budget must be balanced i.e. anticipated revenue equals anticipated expenditure. As with any budget, revenue is always the limiting factor, therefore it is essential that tariffs are set at affordable levels, and that the full costs of services delivery are recovered. However households that are too poor to even pay for a proportion of service costs, should at least have access to basic services, at a subsidised cost.

c) Effective and Efficient use of resources

In an environment of limited resources, it will be essential that the Emadlangeni Municipality makes maximum use of the resources at its disposal, by utilising them in an effective and efficient manner. Efficiency in operations and investment will ensure financial sustainability.

d) Accountability, Transparency and Good Governance

The Emadlangeni Municipality is accountable to its community. The budgeting process and other financial decisions should be open to public scrutiny and participation. In addition, the accounting and financial reporting procedures must minimise opportunities for corruption. It is also essential that accurate financial information is produced within a prescribed timeframe for stakeholders to make informed decisions and create oversight.

e) Equity and Investment

The Emadlangeni Municipality must treat people fairly and justly when it comes to the provision of services, and in the same way deal effectively with it backlogs in services, therefore maximizing its investment in the municipal infrastructure. In doing so Emadlangeni Municipality must efficiently manage its financial systems and underlying policies, which must encourage maximum degree of private sector investments.

8.1.5 Financial Strategies

Within the context of the above framework, financial strategies and policies form part of the financial plan to achieve the desired objective of financial viability and sustainability for the Municipality.Financial strategies are essential to ensure increased efficiency and cost effectiveness within the Municipality. The implementation of the financial plan requires the involvement of the Council, Municipal Manager and Chief Financial Officer in implementing these strategies. Councils overall financial strategy is structured into the following core components to allow for clearer understanding of task:

- Asset Management strategies
- Potential Sources of Income and Revenue Raising Strategies
- Debt Control Measures
- Free basic services

These segments are intended to provide operational guidance to staff to assist them in achieving identified objectives and goals. The strategy is ensuring compliance with financial policies, modelled on modernized reform practices applicable to local government. The multiyear budget process reforms currently being implemented has fundamentally changed councils financial focus, through improving the Municipality's ability to deliver basic services to all, highlighting and effectively addressing capital expansion implications on sustainability of operations and that of the organization as whole, and informing policy choices on investment decisions

a. Asset Management strategies

This policy is deemed necessary in order to facilitate the effective management, control and maintenance of the assets. The policy is in place and is subject to regular review.
In terms of asset management the following are being implemented.

- Implementation of the asset management policy.
- Conducting regular physical audit of all assets of the municipality and ensuring that all assets are accounted for.
- Ensure policies are in place that prevents unauthorized use of municipal assets.
- Consider rent versus buy option when a new asset is required.
- Enter into service contracts with service providers.
- Arrange proper insurance on all municipal assets.

b. Potential Sources of Income and Revenue Raising Strategies

The purpose of this strategy is to ensure that all possible avenues are explored to maximize the receipt of any monies available to council by way of intergovernmental transfers and grants or Donations including expanding the billing database and maximizing income opportunities one every registered serviced site within the local municipality jurisdiction.

The second component of this strategy focuses on strengthening and building capacity within credit control and debt management practices and processed of council, ensuring the attainment and exceeding of collection rates in line with key budgetary requirements.

c. Debt Control Measures

The policy sets out ways in which the municipality intends to control and manage the recovery of outstanding debt due to council.. The policy lays down the basis for distribution of accounts, collection procedures, interest and penalties to be charged in the event of non-payment, with strong focus on management reporting requirements pursuant of key legislative requirements and performance management.

d. Free Basic Services

The basic principles of this policy is to ensure that poor households have access to basic services, and this requires the Municipality to implement an indigent support policy that makes adequate financial provision to ensure the provision of efficient and sustainable services to all residents within the area of jurisdiction.

The indigent policy is intended to provide poor households ongoing access to a specified level of service. The subsidies contained in the policy should not compromise the quality of efficiency of service delivery.

In terms of revenue cost of free basic services the following provides an indication of allocation over the MTEF period.

Table 60: Provision of Free Basic Services.

Revenue cost of free basic services provided				
Revenue by Source	**Indicative Budget 2011/12**	**Indicative Budget 2012/13**	**Indicative Budget 2013/14**	**Indicative Budget 2014/15**
Property Rates (other exemptions, reductions and rebates)	4 288 000	4 545 000	4 817 000	5 058 000
Electricity/other energy	847 000	897 000	951 000	999 000
Refuse	127 000	137 000	145 000	152 000
Total	**5 262 000**	**5 579 000**	**5 913 000**	**6 209 000**

8.1.6 Multi-year budgets

The municipality is dependent on two primary types of income namely Operating Income and Grants/ Transfers. The indicative budget over the next 3 years for income is as follows

a) Operating Income

Table 61: Operating Revenue

Operating Revenue				
Revenue by Source	**Indicative Budget 2011/12**	**Indicative Budget 2012/13**	**Indicative Budget 2013/14**	**Indicative Budget 2014/15**
Property Rates	8 169 000	8 859 000	9 355 000	9 860 000
Property Rates Penalties	230 000	244 000	257 000	271 000
Service Charges-Electricity	8 356 000	9 377 000	9 902 000	10 437 000
Service Charges-Water	-	-	-	
Service Charges-Sanitation	-	-	-	
Service Charges-Refuse	698 000	840 000	887 000	935 000
Rental of Facilities and Equipment	1 076 000	1 200 000	1 267 000	1 336 000
Interest Earned-External investments	533 000	615 000	650 000	684 000
Fines	132 000	140 000	147 000	155 000
Licences and Permits	849 000	951 000	1 004 000	1 059 000
Agency Services	100 000	106 000	112 000	117 000
Transfers Recognised-Operational	15 100 000	18 826 000	21 691 000	22 891 000
Gains on disposal of PPE	1 400 000			
Total Revenue(excl Capital Transfers and Contributions)	**36 643 000**	**41 158 000**	**45 272 000**	**47 745 000**

Table 62: Summarised MTEF

Medium Term Expenditure Framework				
	2011/12 Financial Year	**2012/13 Financial Year**	**2013/14 Financial Year**	**2014/15 Financial Year**
Operating Income	36 643 000	41 158 000	45 272 000	47 745 000
Capital Income	10 462 000	10 461 000	11 035 000	11 673 000
Total	**47 105 000**	**51 619 000**	**56 307 000**	**59 418 000**

b) Grants and Transfers

Table 63: Grants and Transfers

Funding source	**Project**	**2011/12**	**2012/13**	**2013/14**	**2014/15**
Operating Transfers and Grants					
National Government	Local Government Equitable share	12 256 000	13 989 000	15 082 000	16 177 000
	Municipal Systems Improvement Grant	790 000	800 000	870 000	950 000
	Financial Management Grant	1 500 000	1 500 000	1 750 000	1 750 000
Provincial	Sports and Recreation	300 000	150 000		
Provincial	Public works	0	2 120 000	3 521 000	3 521 000
Provincial	Arts and Culture	254 000	267 000	468 000	493 000
Total		**15 100 000**	**18 826 000**	**21 691 000**	**22 891 000**
Capital Transfers and Grants					
National Government	MIG	10 462 000	10 461 000	11 035 000	11 673 000
Total		**25 562 000**	**29 287 000**	**32 726 000**	**34 564 000**

c) Municipal Expenditure

Table 64: Expenditure

Expenditure				
Expenditure by Type	**Indicative Budget 2011/12**	**Indicative Budget 2012/13**	**Indicative Budget 2013/14**	**Indicative Budget 2014/15**
Employee related costs	15 017 000	16 933 000	17 882 000	18 847 000
Remuneration of Councillors	1 505 000	1 652 000	1 744 000	1 838 000
Debt impairment	1 889 000	495 000	523 000	551 000
Depreciation and Asset impairment	2 009 000	2 098 000	2 215 000	2 335 000
Finance Charges	148 000	157 000	165 000	174 000
Bulk Purchases	8 479 000	8 830 000	9 324 000	9 828 000
Transfers and Grants	6 560 000	4 837 000	6 609 000	6 714 000
Other	9 522 000	6 288 000	6 640 000	6 999 000
Total Expenditure	**45 129 000**	**41 290 000**	**45 102 000**	**47 306 000**

e) Assets and Liabilities

An overview of the assets and liabilities are as follows:

Table 65: Assets

Assets	**2011/12**	**2012/13**	**2013/14**	**2014/15**
Inventory	0	0	0	
Debtors: Consumers	2 268 000	6 000 000	6 500 000	7 500 000
Debtors: Other	1 759 000	2 758 000	3 100 000	3 600 000
Cash	2 561 000	3 925 000	2 286 000	3 527 000
Current portion of long term receivables	97 000	70 000	80 000	90 000
Call investment deposits	7 591 000	16 000 000	14 000 000	12 000 000
Non-current assets	75 188 000	65 983 000	78 833 000	87 663 000
Total Assets	**89 464 000**	**94 736 000**	**104 799 000**	**114 380 000**

The liabilities are as follows:

Table 66: Liabilities

Liabilities	2011/12	2012/13	2013/14	2014/15
Current	2 247 000	15 588 000	13 450 000	9 351 000
Non-current	0	7 440 000	7 500 000	7 560 000
Total	**2 247000**	**23 028 000**	**20 950 000**	**16 911 000**

8.2 SDBIP

The Municipal Finance Management Act requires all municipalities to produce a Service Delivery and Budget Implementation Plan (SDBIP) on the basis of the approved Integrated Development Plan (IDP) and Budget.

SECTION I: ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

9.1 Introduction and Background

Performance management is a strategic management approach that equips the Mayor, Municipal Manager, Heads of Departments, employees and stakeholders with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review the performance of the institution against indicators and targets for efficiency, effectiveness and impact. The PMS entail a framework that describes and represent how the municipality's cycle and processes of performance planning, monitoring, measurements, review, reporting and improvement will be conducted, organised and managed.

The core elements of the system are:

- Organisational PMS;
- Section 57 Performance contracts;
- Employee Performance Appraisal System;
- IT System;
- Performance Audit Committee;
- Annual Report;
- Quarterly Reports
- Public Participation and internal and external communication mechanisms.

The Performance Management Framework has been developed and the PMS policy has been updated and reviewed. The Municipal Manager and Managers directly reporting to the Municipal Manager has signed the Performance Agreements.

9.2 Performance Management Policy Statement

Both the Performance Management Framework and Policy outlined the objectives and principles of Emadlangeni Municipality PMS.

The **objectives** of the Emadlangeni PMS are as follows:

- Facilitate increased accountability among the citizens, political and administrative components of the municipality,
- Facilitate learning and improvement through enabling the municipality to employ the best approaches for desired impact and improve service delivery.
- Provide early warning signals in case of a risk against implementation of the IDP and ensuring that the system itself makes provision for Council to be timeously informed of risks for facilitation and intervention.
- Facilitate decision-making though an appropriate information management mechanism enhancing efficient, effective and informed decision making, especially in allocation of resources.

The Performance Management System for the Emadlangeni Municipality is guided by the following **principles**:

- **Simplicity**
- The system will need to be kept as simple as possible to ensure that the municipality can develop, implement, manage and review the system without placing an unnecessary great burden on the existing capacity of the municipality.

- **Politically acceptable and administratively managed**
- The system must be acceptable to political role players on all levels. It must also be flexible enough to be accepted by the municipal council and to enjoy buy-in across political differences. The process will involve both Councillors and officials but the day-to-day management of the process will be managed administratively with regular report back on progress to the political level.
- **Implementable**
- Considering the resource framework of the municipality, the PMS should be implementable with these resources, which will include time, institutional, financial, and technical resources.
- **Transparency and accountability**
- The development and implementation of a PMS should be inclusive, transparent and open. The general public should, through the system, be made aware of how the operations of the municipality are being administered, how the public resources are being spent and who certain responsibilities belong to.
- **Efficient and sustainable**
- The PMS should, like other services within the municipality, be cost effective and should be professionally administered, and needs to happen in a sustainable manner.
- **Public participation**
- The constituency of the municipality should be granted their legal rights, in terms of the Constitution and the MSA, through encouragement of public participation by the municipality during the development and implementation of a PMS.
- **Integration**
- The PMS should be developed and implemented in such a manner that it will be integrated with the integrated development process of the municipality and its employee performance management.
- **Objectivity**
- The PMS to be developed and implemented must be developed on a sound value system with the management of the system and the information it is based upon being objective and credible.
- **Reliability**
- The PMS should provide reliable information on the progress made by the municipality in achieving the objectives as set out in its IDP.

9.3 Organisational Performance Management System

Performance Management involves the setting of targets, and measuring the desired outcomes and activities undertaken to attain the targets of an organization. It also involves measuring the performance of the individuals who contribute towards the achievement of the strategic vision of the organization.

For a Performance Management System to be successful it is imperative that:

- Top management and the Council take ownership of the development and implementation of the OPMS.
- All stakeholders understand and are actively involved in performance management processes.
- All officials are trained and take responsibility for performance management

The IDP is linked to the PMS and as well as the five national KPAs being:

- Infrastructure and Services / Basic Service Delivery
- Socio-Economic Development / Local Economic Development (LED)
- Institutional Transformation
- Good Governance and Democracy / Public Participation
- Financial Viability and Management

Each organizational KPA is cascaded down to a level at which it could be allocated to the department and this the specific individual Section 57 Manager who need to fulfill that functions. For each KPA, a KPI is derived in respect of each of the development priorities and objectives contained in the IDP and a performance target with a timeline for that particular function is assigned.

In turn the Performance Contracts/Agreements of each Section 57 Managers enters into a Performance Contract with the municipality. The Performance Contracts are reviewed annually, in line with the requirements of that year's strategy.

The organizational scorecard for Emadlangeni is attached as Appendix K18.

9.4 Employee Performance Appraisal Systems (EPAS)

The objectives of the system are:

- Identify critical job elements, expectations, and performance objectives.
- Ensure that performance objectives are aligned to departmental and municipal objectives which flow from the Integrated Development Plan of the municipality.
- Establish agreement on the job objectives and the criteria that will be used for evaluation.
- Establish a set of ongoing processes needed to define and plan performance, to develop the skills, knowledge and abilities to perform as planned, to facilitate self assessment, to review and record performance, and to reward performance.
- Provide feedback on job performance, including strengths and weaknesses.
- Identify a means (for example, training) for improving performance.
- Identify realistic job and career opportunities.
- Provide valid information for personnel decisions that will affect the employee.
- Provide employees with a sense of their work accomplishments relative to expectations and predefined performance indicators.
- Support employee development through discussion of assigned opportunities and training.
- Emphasize the Municipality's commitment to continuous improvement and learning.
- To support the Batho Pele principles of service delivery.

9.5 Performance and Financial Audit Committee

The Emadlangeni Municipality is currently sharing Amajuba District Municipality's Audit Committee. It consists of three members and meets quarterly. The Audit Committee Charter (rule) has been adopted.

9.6 Annual Performance Report

An annual report is prepared annually and one of the issues considered during the IDP review is the issues and challenges raised in the Annual Report. The annual report for 2010/11 is attached as Appendix K16.

9.7 Auditor General Comments

In response to the Annual Report the Auditor-General provided an opinion in this regard. Attached as Appendix K17 is a copy of the Auditor-General's report and the response thereto.

SECTION J: ANNEXURES

Section J.1 Detailed Spatial Development Framework

Section J.2 Detailed Disaster Management Contingency Plan

Emadlangeni Municipality does not have a Disaster Management Plan in place as this function is performed by the district.

Section K: Appendices

Appendix K9: LED Strategy

K13: Process Plan

Appendix K14: Organogram

Appendix K15: Housing Plan

Appendix K16: Service Delivery Charter

Appendix K17: Auditor-General Comments and Action Plan

K18: 5 Year Municipal Scorecard